MAY 1955 1s. 6d.

PERSONNEL MANAGEMENT
& INDUSTRIAL EQUIPMENT

SAFETY • HEALTH • WELFARE • CANTEEN

How to Manage Office Personnel *(see page 561)*

The thermal insulation of Celotex and the fire resistance of asbestos

Combine in

CELOTEX F.R.I. BOARD

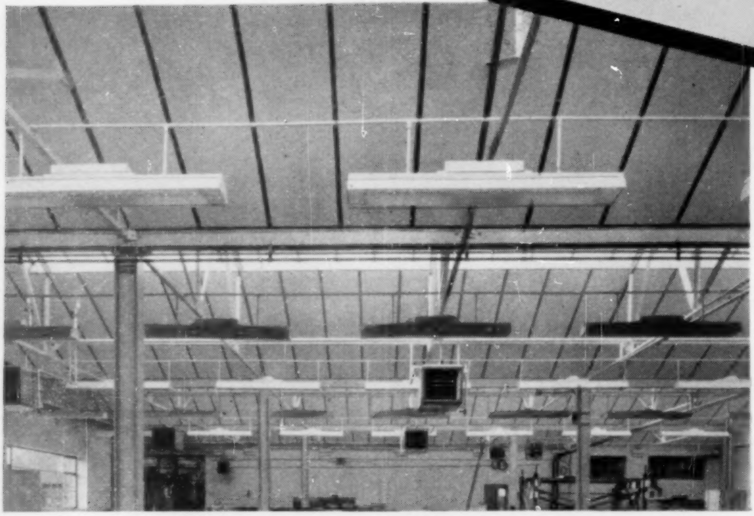


Photo: Courtesy of Nuswift Ltd.

Now you can have both the high efficiency of Celotex cane fibre insulation and the fire resistance of asbestos. They have been combined with great success in Celotex F.R.I. Board. It consists of a core of strong durable Celotex cane fibre insulation sheathed on both sides with asbestos felt. It is as easy to handle and to decorate as normal Celotex insulation—and it is just as economical! Use Celotex F.R.I. Board for wall, roof and ceiling linings and partitions. Samples and further details of this all-British Celotex product will be gladly sent on request.

In the B.S. 476 Surface Spread-of-Flame Test, Celotex Fire Resistant Insulating Board—Rated Class I—showed no spread of flame whatsoever!

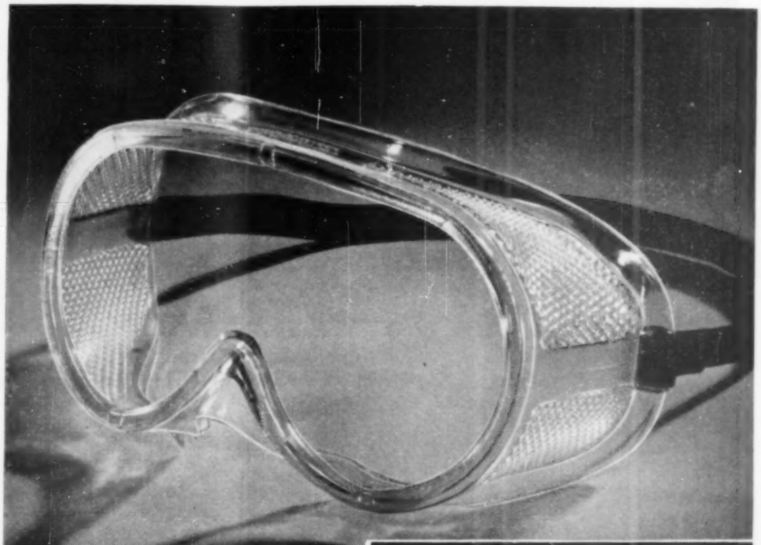
- **ECONOMICAL PRICE**
- **EASY TO USE**
- **EASY TO DECORATE**

Another Economical CELOTEX product

MADE IN GREAT BRITAIN WITH ALL-BRITISH MATERIALS BY

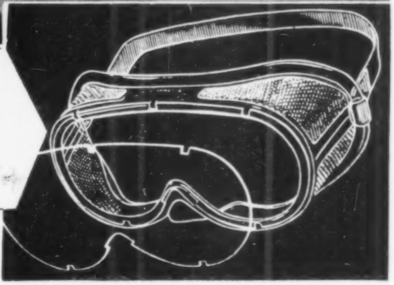
CELOTEX LIMITED STONEBRIDGE PARK · LONDON, N.W.10 Telephone: ELGar 5717 (10 lines)

PANORAMA spells safety . . .



In the highly specialised field of eye protection, *where nothing but the best is good enough*, the name of PANORAMA spells safety and comfort for workers . . . uninterrupted production for managements. *Because* it is the most efficient protective equipment ever devised. . . . *Because* it is readily accepted and willingly used—both by men and women . . . *Because* its range includes the right kind of protection for every class of work . . . PANORAMA SAFETY EQUIPMENT is used by leading firms in every industry where eye, face and head hazards are present.

PANORAMETTE the world's finest two-piece*, all-purpose goggle



The Panorama model illustrated is only one of a range that meets every industrial requirement in the field of eye and face protection. We were pioneers in the use of 'Perspex' and the first in this country to produce one-piece goggles — of which there is now a wide Panorama range available, including the versatile 217 Heavy Duty goggle and the entirely new Spectorama 'Perspex' spectacle. Specifications of these, as well as such special-purpose items as gas welding and furnace inspection goggles, anti-dust and chemical goggles, face shields and glass fibre safety helmets, will gladly be sent on request. Remember . . . PANORAMA SPELLS SAFETY.

Scientifically designed—and comprising a tough but flexible PVC frame and a thick acetate window optically correct of extremely high impact strength. Equally suitable for men and women, the Panoramette enables all workers to operate in absolute safety and comfort and with unimpaired vision.

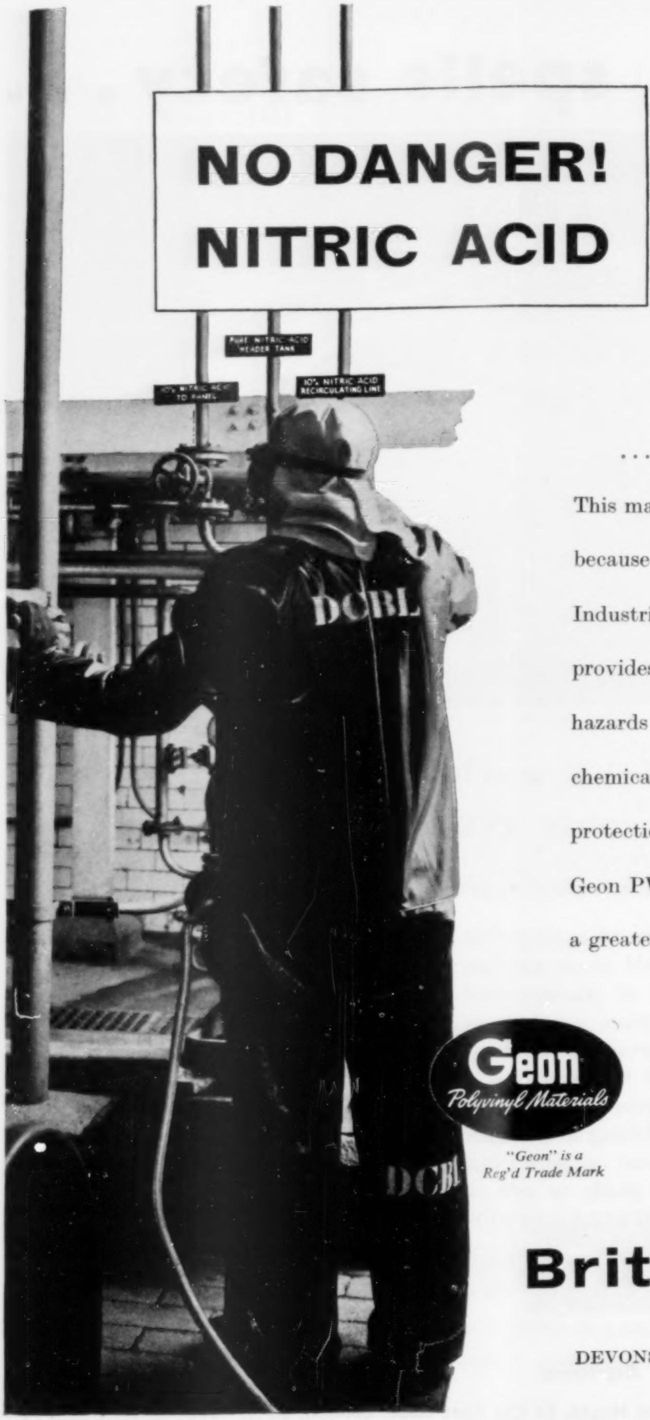
A light-weight, beautifully balanced goggle which conforms to the contours of the face and easily accommodates all types of spectacles.

Adequately ventilated — yet oil, chemical and water resistant — the Panoramette has excellent insulation and non-irritant properties.

*Window easily removable — with no studs or clips to interfere with wide-angle vision. Replacement windows (a big economy) always available. Frames (according to preference) in crystal-clear, ivory or dark green; windows in crystal-clear or green anti-glare tints.

PANORAMA *Registered*

PANORAMA EQUIPMENT LIMITED, Panorama House, 53 Old Kent Road, London, S.E.1. Tel.: BERmondsey 3091


NO DANGER!
NITRIC ACID
PURE NITRIC ACID HEADER TANK
10% NITRIC ACID TO PANEL
10% NITRIC ACID RECIRCULATING LINE
DCBL
DCBL

. . . but no contradiction here!

This man works in complete safety — because his clothing is made with Geon PVC. Industrial clothing made with Geon PVC provides protection against all the major industrial hazards — acids, alkalis and dangerous chemicals — and gives permanent foul-weather protection as well. Another example of Geon PVC serving the needs of industry, bringing a greater measure of safety wherever it is used.

Geon
Polyvinyl Materials

"Geon" is a Reg'd Trade Mark

This photograph was taken at the factory of
The Distillers Co. (Biochemicals) Ltd.,
Speke, Liverpool.
Protective clothing supplied by 'Plysu' Products Ltd.
Geon Materials are polyvinyl chloride plastics.
Ask for descriptive Booklet No. 18 free on request.

British Geon Ltd

Sales & Technical Service:
DEVONSHIRE HOUSE · PICCADILLY · LONDON W1
Telephone: Mayfair 8867

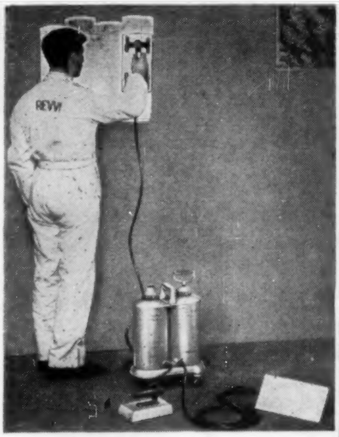
CUT PAINT CLEANING COSTS

WITH THE

"REVVI"

Wall Washing Machine

Improves Working Conditions
Stimulates Hygiene



Walls and ceilings can be washed cheaply and with the minimum of disorganisation by means of the REVVI washing machine.

A saving of at least one half of the normal labour costs is effected.

Being silent in operation and not requiring very much floor space, the REVVI machine does not distract the attention of persons working near it. For ease of movement, it is fitted with rubber-tyred castors. The water and cleaning solutions do not drip on to floors, machines or desks, so dust sheets are not needed.

The cylinders of the REVVI machine are filled with clear water and REVVI detergent solution respectively, and both water and solution are kept under pressure by a few strokes of a manually-operated air pump. A few minutes' pumping is sufficient to last the day's operations.

PRICE COMPLETE £55

For further details write or phone :

REVVI
LIMITED
70 Blackstock Road, London, N.4
Telephone : CANonbury 5246-7

MAY 1955

PERSONNEL MANAGEMENT
& INDUSTRIAL EQUIPMENT
SAFETY · HEALTH · WELFARE · CANTEEN

MANAGEMENT OF PERSONNEL

How To Manage Office Personnel—I J. F. Fewings-Tate 561
The first of a series on managing office staff in an era of full employment and electronic machines

How One Firm Exploits The "Simple" Approach Michael Lorant 564
The story of a "work simplification" project that has led to lower costs and cut out needless jobs

Management Through The Supervisor's Eyes Discussion Leader 573
Thoughts On The Use and Misuse of Words—why do some executives still avoid plain English?

INDUSTRIAL EQUIPMENT AND MANAGEMENT

Equipment That Raises Output 583
WELFARE ★ HANDLING ★ PACKING
EFFICIENCY AIDS ★ VENTILATION ★ HYGIENE

WELFARE, TRAINING AND HEALTH

Cadbury's Put Charm On Their Welfare Programme George Macrae 574
An account of the various activities organised by the Charm School for the women at Bournville works

SAFETY · ACCIDENT PREVENTION · CIVIL DEFENCE

A Concerted Drive For Safety In Industry Robert McKinnon 570
A preview of the RoSPA National Industrial Safety Conference and an account of some new measures in this field

These Measures Will Cut Down Welding Hazards Henry Allen 571
An account of the various safety techniques for gas and electric welding, and how to store welding materials

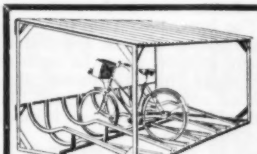
CANTEENS AND CATERING

Catering Experts Build A Practical Canteen Peter Lock 579
Describes how a firm of canteen equipment makers fitted their own kitchens in their new works

NEWS AND READERS' SERVICE

Management At Work .. 566
People At Work 577
Management Bookshelf .. 576
Canteen Advice Bureau .. 580
Official Publications 586
May Management Diary .. 588

VOL. 21. No. 180. Published by Shaw Publishing Co. Ltd., 180 Fleet Street, London, E.C.4 (CHA. 8844) incorporating "Civil Defence Journal and ARP & NFS Review" and "Welfare," London. Subscription rates: 20s. per year, post free, U.K. and Eire; 25s. overseas. CHANGE OF SUBSCRIBER'S ADDRESS. Please inform the Publishers six clear weeks in advance and include present address as well as new address required.



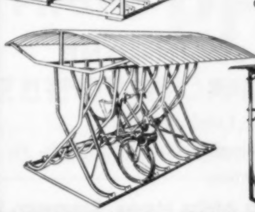
THERE IS AN ABIX CYCLE STAND TO SUIT EVERY REQUIREMENT

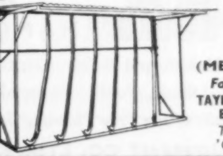
ABIX Cycle Stands are constructed of steel throughout, stove enamelled green. Roof sheeting is normally of galvanised corrugated sheets. If required, sheeting can be supplied in Aluminium, Asbestos, or Robertson Protected Metal.

- **There are 26 different types from which to choose.**

Over a quarter of a Century's experience in Cycle Stand Manufacture.

Please write for illustrated Catalogue to :





ABIX
(METAL INDUSTRIES) LTD.
Factory Equipment Specialists
TAYBRIDGE HOUSE, TAYBRIDGE RD., BATTERSEA, LONDON, S.W.11
Telephone : Battersea 8666/7
'Grams : Abix Batt London

bb *Quality* JACKETS

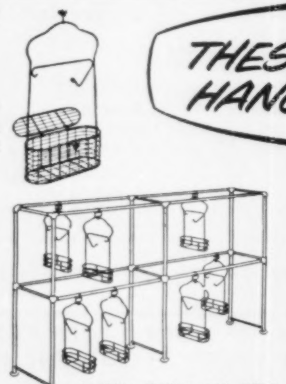
for Summer wear

made from

- FAWN DRILL
- LIGHT FAWN REPP &
- HEAVY WEIGHT CREAM LINEN

The Bonnie Blue Co.

1 LAURENCE POUNTNEY HILL
LONDON, E.C.4
Tel.: MINcing Lane 6665



Locking Basket and other types of Hanger to suit individual requirements, fully meeting the New Factory Act.

THESE AIR-DRY "SIEBER" HANGERS ARE A TREAT

"At last I can change into dry, uncreased clothing when I go home! It's plain common sense to hang rain-soaked 'togs' on a 'SIEBER' Hanger instead of bundling them into an unventilated, smelly locker. It saved me from many colds and my clothes are fresh and wear better. The boss, too, must like these 'SIEBER' Hangers because they reduce absenteeism and the space he saves is bound to repay the little money they cost. Repair cost? Not on your life, because this Hanger Equipment is made to last for good and all."

SIEBER ALL—IN—ONE HANGER EQUIPMENT

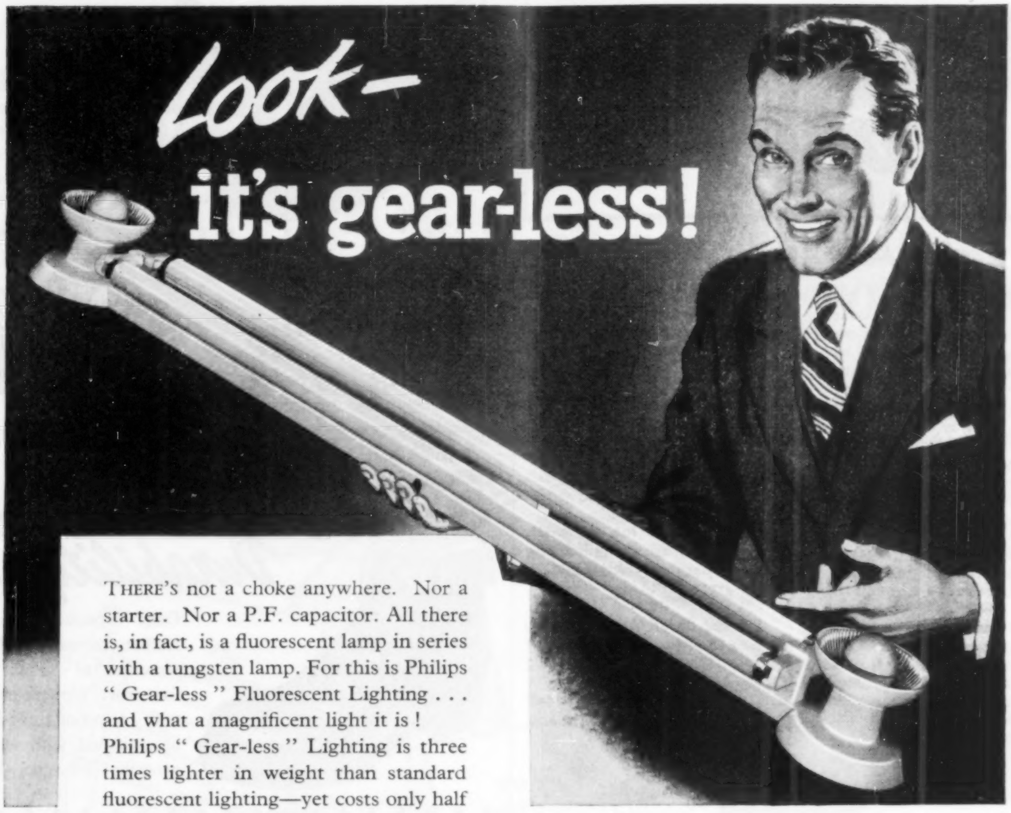
Pat. No. 415653
Des. Reg. No. 789558

Permanent Exhibit at Health and Safety Centre, London, S.W.1.

Installed in Factories, Offices, Public Undertakings, Schools, Hospitals, etc.

Write today *for full details of our Free Planning Service.*

JAMES SIEBER EQUIPMENT CO. LTD., 30 Africa House, Kingsway, London, W.C.2. Tel.: HOL 4531 & 5121


Look—
it's gear-less!

THERE'S not a choke anywhere. Nor a starter. Nor a P.F. capacitor. All there is, in fact, is a fluorescent lamp in series with a tungsten lamp. For this is Philips " Gear-less " Fluorescent Lighting . . . and what a magnificent light it is ! Philips " Gear-less " Lighting is three times lighter in weight than standard fluorescent lighting—yet costs only half as much. Wherever light weight, low first cost and extreme ease of maintenance are important Philips " Gear-less " Fluorescent Lighting is unequalled. Get in touch with your electrical contractor or write to Philips straightaway.

So many sales features!

Lowest priced fluorescent lighting · Fluorescent lamp and filament lamp can be fixed separately or together, as desired · Absolutely noiseless in operation · Very light weight · No control gear or starter switch required · With Deluxe Warm White lamp gives perfect colour rendering for the display of food · Light equal to two 100 watt filament lamps for only 115 watts.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

"GEAR-LESS" FLUORESCENT LIGHTING

FROM PHILIPS

PHILIPS ELECTRICAL LIMITED

Lighting Division, Century House, Shaftesbury Avenue, London, W.C.2

TUNGSTEN, FLUORESCENT, BLENDED AND DISCHARGE LAMPS · LIGHTING EQUIPMENT · RADIO AND TELEVISION RECEIVERS

(777D)

DE-GREASER PLUS

Introducing JIZER—a new super active solvent which takes up many times its own volume of grease and oil and still remains soluble in water.

JIZER is non-acid, non-caustic and harmless to the skin. There are no fumes and no wasteful evaporation. It is sure, swift and safe.

JIZER is ideal for cleaning engines, components, oil storage tanks, railway engines, turbines, gas plants, stationary engines, floors, metals, tools, etc., etc. JIZER removes oily residues, cutting oils and greasy smears from all metals. The almost invisible film left on the metal prevents rust formation. Just brush on and rinse off, or for small articles immerse in Jizer and rinse.

JIZER SUPER SOLVENT will do a wonderful job of work wherever there is grease to be removed—Garages, Engineering Shops, Ships' Engine Rooms, Transport Operators, Ship Builders and Repairers—all need JIZER the De-greaser PLUS.

JIZER reduces accidents by removing oil and grease from factory and workshop floors, it speeds up all kinds of maintenance work, increases production and pays for itself over and over again.

Stocked by all Motor Factors, Engineers and Factory Furnishers, etc., including all branches of Brown Bros. Ltd., and Thomson & Brown Bros. Ltd.

Jizer
SOLUBLE SOLVENT

Ask your merchant for a sample or write direct to

DEB CHEMICAL PROPRIETARIES LTD.
BELPER · DERBYSHIRE

Safety...

"Plus Fifty" boots and shoes are indistinguishable from normal footwear but all are fully armoured with built-in steel toecaps and all men's styles conform to the latest B.S.I. Specification.

Health...

"Plus Fifty" Footwear have a high resistance to heat, damp or acids, and reduce absenteeism by protecting the worker against the many ailments that derive from unsuitable footwear.

Durability...

Only specially prepared leathers are used in the construction of "Plus Fifty" footwear. Uppers are sewn with rot-proof thread; soles are stitched with acid and rot-proof Terylene.

AND NOW! LADIES' ***Nifties***

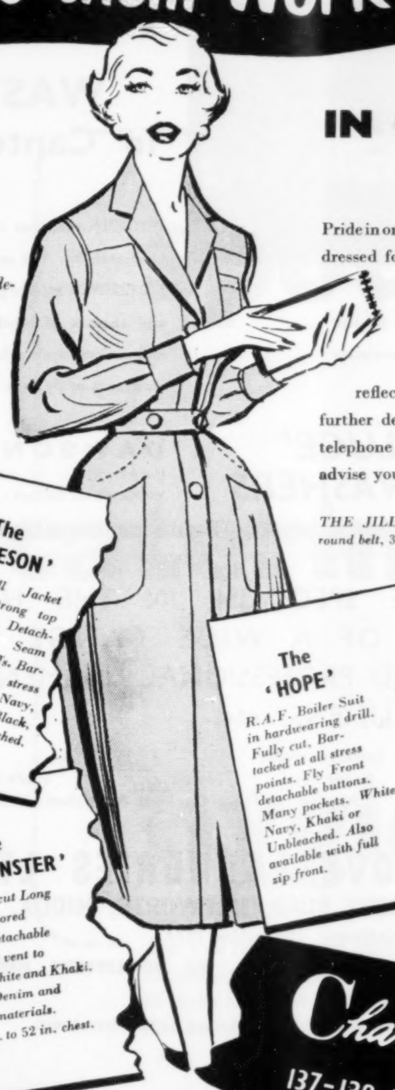
First of a new range of sturdy, yet stylish, protective shoes for ladies. Internal steel toe-caps will withstand falling weights up to 40 ft./lb. Range of gay colours.

SOLD ONLY THROUGH WELFARE DEPARTMENTS AND INTERNAL INDUSTRIAL ORGANISATIONS

Plus Fifty
FOR LONGER WEAR

All models covered by FREE Insurance
Send today for full details and prices
PROTECTIVE FOOTWEAR SERVICE LTD · KINGSWOOD · BRISTOL
Telephone: 74507

Make them 'Work Proud'



*

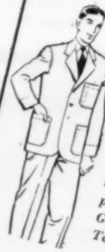
C.B. EMBROIDERY SERVICE

This special service is available to all for embroidering initials, tradenames and monograms on overalls. Prices quoted on application.

IN CHARLES BAKER OVERALLS

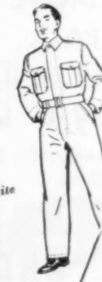
Pride in one's work is greatly enhanced if the worker is adequately dressed for the job. Charles Baker supply 50 different styles of overalls for men and women in all types of office and factory activity. Wherever C.B. Overalls are worn, there you will see happy, efficient workers, whose pride in their work is reflected in the smart overalls they wear. If you would like further details of our comprehensive service, please write or telephone our Contracts Department—they will be pleased to advise you and quote for your requirements.

THE JILL. An overall made in poplin. Features overlapping skirt, all round belt, 3 shaped pockets, detachable dome buttons, adaptable collar, button cuffs and pleated bust. Colours : Blue, Green, Pink, Rose Pink, Lilac and White.



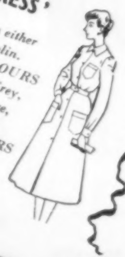
The 'JAMESON'

An overall Jacket made in strong top quality drill. Detachable buttons. Seam back. Vent cuffs. Bartacked at all stress points. Khaki, Navy, Grey, White, Black, Tan and Unbleached.



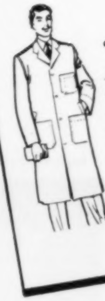
The 'HOPE'

R.A.F. Boiler Suit in hardwearing drill. Fully cut, Bartacked at all stress points. Fly Front detachable buttons. Many pockets. White Navy, Khaki or Unbleached. Also available with full zip front.



The 'EMPRESS'

Obtainable in either Rayon or Poplin. RAYON COLOURS White, Green, Grey, Blue, Navy, Beige, Cream or Pink. POPLIN COLOURS Blue, Green, Rose Pink, Lilac, Pink and White.



The 'WESTMINSTER'

A generously cut Long Coat with tailored shoulders. Detachable buttons. Side vent to Trousers. White and Khaki. Also Grey Denim and Gambroon materials. Sizes 34 in. to 52 in. chest.

Charles Baker

137-138 TOTTENHAM COURT RD.,
LONDON W.I.
Telephone: EUSton 4721/3

WRITE FOR NEW CATALOGUE
24 Pages. It illustrates and gives details of over 50 styles.

CHARLES BAKER & CO. LTD.—LONDON'S LEADING OVERALL SPECIALISTS

Clean – without a doubt!

WASHING-UP
in Canteen Kitchens

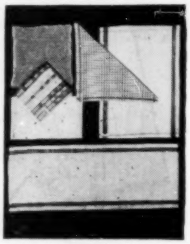
MODERN canteens now handle all the washing up mechanically. The use of DAWSON DISHWASHING MACHINES effects great saving in time, labour costs and absence of breakages. Furthermore all crockery and cutlery washed by Dawson machines satisfies the standards of hygiene demanded to-day.

★ **Dawson Dishwashing machines are made for all size canteens, catering for up to 1,000 meals. Descriptive literature will be sent on request.**

Dawson ‘DELUGE’ DISHWASHERS

DAWSON BROS. LTD
DEPT. P.M. · 406 RODING LANE SOUTH
WOODFORD GREEN · ESSEX · Tel. Wanstead 7777 (4 lines)

Food Trades Overalls



Towels, Tea Cloths, etc.

SPRING GROVE SPECIALISE IN THE HIRE AND REPAIR OF A WIDE RANGE OF INDUSTRIAL AND PROFESSIONAL GARMENTS, TOWELS AND LINENS, etc.

Articles available under Hire Service include :
Overalls · Coats · Boiler Suits · Towels · Table Linen
Overgowns · Jackets · Aprons · Towel Cabinets · Kitchen Linen, etc.

SPRING GROVE LAUNDRIES LTD.
179 SPRING GROVE ROAD, ISLEWORTH, MIDDX.
Telephone: **Hounslow 1177**

IN THE FIRST INSTANCE PLEASE CONTACT THE DEVELOPMENT MANAGER

Overgowns, Reversible

Supervisors' Coats

- Customers have no capital costs—Spring Grove pay these
- 3 complete sets supplied new
- Free repairs and replacements
- Guaranteed weekly collection and delivery
- Charges only slightly more than normal laundry charges
- A wide range of garments and sizes, etc., available

SPRING GROVE SERVICE GREATER LONDON, BIRMINGHAM, THE S.E. COAST AND MANY OF THE HOME COUNTIES

Spotlight

on catering

hygiene

Are *You* risking your customer's health?
Deosan can show you a simple, economical way
to make all washing-up safe from germ infection.
Ensure clean food service with Deosan.

Deosan Limited Catering Hygiene Division
42/46, Weymouth Street, London, W.1
(One of the Milton Group of Companies)

BUSINESS AS USUAL

Knees bend . . .

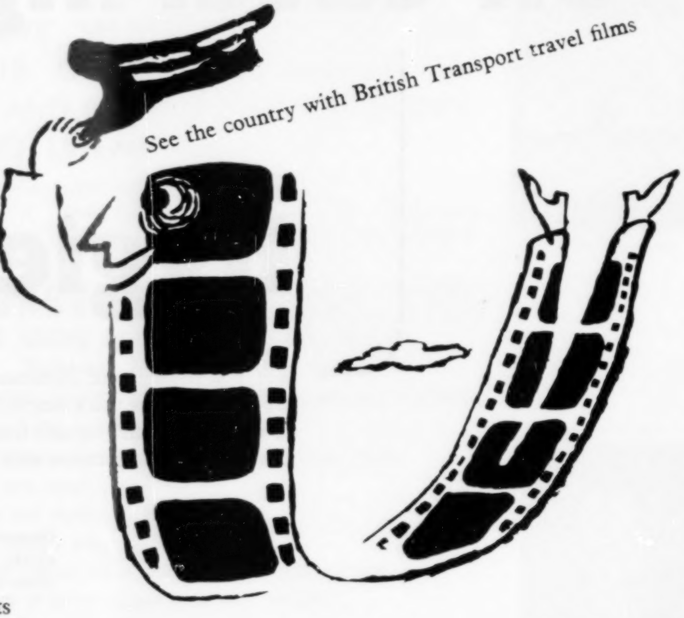
. . . . but trolleys don't, and when Bill took a bash on the kneecap it looked like three weeks without Bill. "And just at rush time", said the foreman. But no! Quick as Prestoband our Nurse had him all strapped up and comfortable! Bill's carrying on. And when they change his dressing there's no painful tugging and no sticky smear left behind. For bulk users the Prestoband 'Hospital' Pack saves about 40% on costs. 12 yard rolls, in three widths; ⅝", 1" and 2". From your usual supplier or from the Manufacturers, VERNON & CO. LTD., PRESTON, LANCS. Telephone: Preston Priory 83293. Samples sent on request.

★ **Dirt-excluding, water resistant, mildly antiseptic, pinless, knotless, neat and tidy and no messing about. That's Prestoband!**

PRESTOBAND

THE ANTISEPTIC SELF-ADHESIVE BANDAGE

✱ *sticks to itself, but NOT to the skin!*


See the country with British Transport travel films

They will give you

a first-rate show

and some holiday hints as well!

Write for catalogue listing over

100 films of travel and transport subjects

All are available on **free loan** *from Films Officer·British Transport Commission·25 Savile Row London W1*

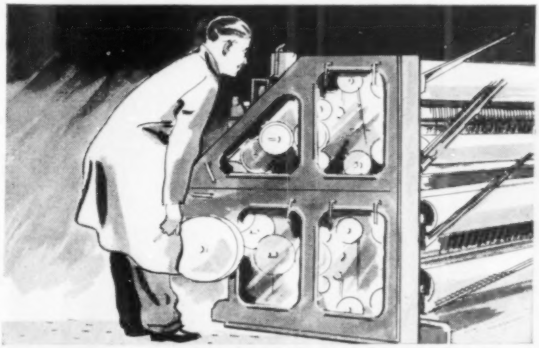
It costs much more to be sorry

The meshing teeth of machine-tool gears have caused many terrible injuries. Someone takes the cover off for inspection, someone bends over to lace a shoe—and the damage is done. A worker suffers, and you pay—in lost time, idle machinery, and compensation. By using "ARMOURPLATE" Glass you can often avoid accidents of this kind.

than safe

Here is a typical example

"ARMOURPLATE" Glass panels, glazed into the cover plate of this wool carding machine, enable a man to take a look without taking a risk; and without exposing anyone else to risk either. Moreover, because inspection is safe and simple, it is much more likely to be conscientiously carried out.



"ARMOURPLATE" glass gives a clear view of the job

PILKINGTON BROTHERS LIMITED

FOR FURTHER INFORMATION ON THE USE OF GLASS IN ENGINEERING, CONSULT THE TECHNICAL SALES AND SERVICE DEPARTMENT, ST. HELENS, LANCS. (ST. HELENS 4001), OR SELWYN HOUSE, CLEVELAND ROW, ST. JAMES'S, LONDON, S.W.1 (WHITEHALL 5672-6). SUPPLIES ARE AVAILABLE THROUGH THE USUAL TRADE CHANNELS. "ARMOURPLATE" IS A REGISTERED TRADE MARK OF PILKINGTON BROTHERS LIMITED. I.13

A Suggestion to personnel manageresses

for furthering the comfort and well-being of female workers

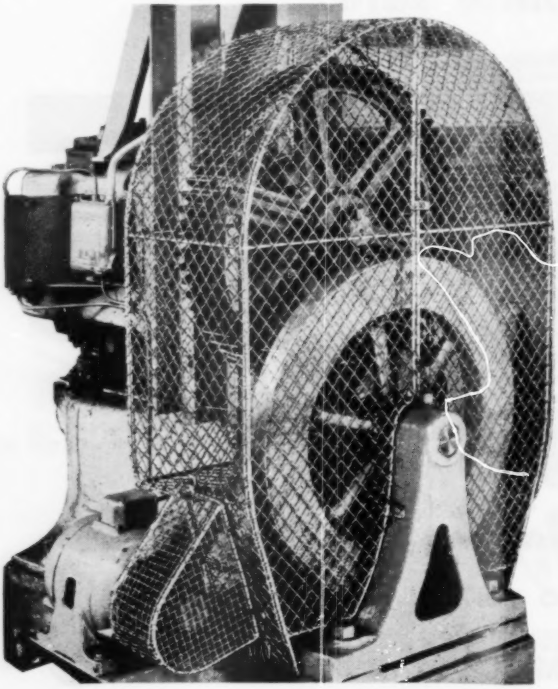
Personnel Manageresses will know that the difficult days for female workers can constitute an industrial problem. Comfort is best maintained at these times with either Mene or Menex Sanitary Protection which for over fifty years has been the choice and trust of womanhood. Reliable, highly absorbent, of downy softness ... a protective back . . . Mene and Menex possess the qualities necessary for peace of mind and ease of body. They have loop ends for snug adjustment. Write today for a special quotation for a bulk order. You can have confidence in recommending . . .

Mene REGD.

Menex REGD. SOLUBLE

ROBINSON & SONS LTD.

WHEAT BRIDGE MILLS, CHESTERFIELD, DERBYSHIRE
MANUFACTURERS OF ALL KINDS OF SURGICAL DRESSINGS



BRABY

machine guards

screen the danger zone

Consult us for your special requirements

ONE OF THE WIDE RANGE OF
BRABY
PRODUCTS

FREDERICK BRABY & CO. LTD.
LONDON WORKS, THAMES ROAD, CRAYFORD, KENT
TELEPHONE: BEXLEYHEATH 7777
266/121

Aromatic TABLETS

Remove the old Bugbear of Foul Odours

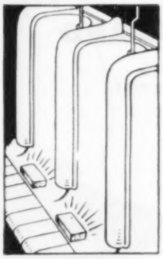
"G" BLOCKS FOR GENTS' CHANNELS

AIR PURIFIER TABLETS AND PATENT PLASTIC HOLDERS

FOR LADIES' AND GENTS' TOILETS

- ★ MADE OF A CHEMICAL INSOLUBLE IN WATER
- ★ IMPART FRESHNESS TO URINALS

*PLACE BLOCKS IN STALLS—
THEY NEED NO FURTHER
ATTENTION*



Pat. Reg.
683238 862807

★ SLIP TABLETS INTO APERTURE —CANNOT BE REMOVED OR STOLEN

HOLDER PERMANENT FIXTURE TO DOOR OR WALL

"G" Blocks
3 Doz. **28/-** 6 Doz. **55/-** 12 Doz. **105/-**

Air Purifier Tablets
3 Doz. **35/-** 6 Doz. **68/-** 12 Doz. **130/-**
Holders **4/6** each

CARRIAGE PAID ON ORDERS VALUE £5 AND OVER

Liquid disinfectants are only a temporary measure and are rapidly washed away

AROMATIC DISINFECTANT BLOCK CO. LTD.
9 AUGUSTUS ROAD, LONDON, S.W.19. Telephone: Putney 5181

Garrould's

OVERALLS

Famous for more than 100 years

Established 1848

The quality and value we offer are second to none. All garments are made in our own workrooms, from materials chosen for their ability to withstand hard wear and frequent laundering. There are many styles to choose from in a large range of stock sizes. We shall be pleased to send illustrated price lists post free on request. Special quotations for quantities.

Actual Manufacturers

E. & R. GARROULD LTD.
150-162 EDGWARE ROAD, LONDON, W.2
TELEPHONE: PADDINGTON 1001 (5 LINES) TELEGRAMS: GARROULD · LONDON

Be right with

BERITE

PLASTIC FACED BOARD

AT HALF THE PRICE

the new amazing **PLASTIC FACED BOARD**

ideal for :
- KITCHENS
- CANTEENS
- BARS
- KITCHEN FITMENTS
- COUNTERS
- SHOP FITTINGS

Remember the name BERITE. For this plastic-faced board, at a startlingly reasonable price, is unbeatable for :—

WEARABILITY !
The Plastic Face is washable, resistant to heat, alcohol and water. Can be cleaned by merely wiping. (Ideal for kitchens, hotel bars, etc.)

ALL-ROUND CONVENIENCE !
BERITE can be cut, worked, drilled, nailed and screwed with ordinary tools ; its convenient thickness (½ in. or ¾ in.) saves plywood, bonding, etc.

COLOUR APPEAL !
In any of five linen pattern shades : pink, blue, grey, green, buff.

Both BERITE and BERLAM respectively are offered at prices, to the best of our knowledge, far cheaper than any comparable material on the market to-day

And BERLAM, a plastic-finished sheet for edging, is obtainable separately—again at exceptionally moderate prices.

★ STOCK SIZE SHEETS 8 ft. by 4 ft. and 4 ft. by 4 ft. From your Merchants and Stockists

Sole Manufacturers

BERITE LTD Lammas Road · Lea Bridge Road · London E.10

★ *FOR SAMPLES AND FULL INFORMATION WRITE DEPT. P.M.*

The *NEW* Range of MSA TOXIC GAS Instruments

MINE SAFETY APPLIANCES COMPANY LTD.

In modern industry it is essential to safeguard workers against all avoidable hazards. Wherever concentrations of toxic gases are likely to be found, the "breathing safety" of the personnel must be determined and a constant accurate check maintained. The undernoted M.S.A. Toxic Gas Detectors are designed to give immediate, accurate, on-the-spot testing of atmospheres in working areas.

AROMATIC HYDROCARBON DETECTOR

A unique "pocket laboratory" comprising the instrument and every necessary accessory for testing and keeping an accurate check on aromatic concentrations. The instrument scale has separate graduations for Benzine, Toluene and Xylene. The detector stain increases with aromatic concentration.

HYDROCYANIC ACID GAS DETECTOR

A "pocket" size kit, complete with detector and everything necessary for making 12 separate tests. With this apparatus a workman can determine the "breathing safety" of the immediate atmosphere. The regular use of the detector protects personnel from unnecessary exposure to toxic concentrations of Hydrocyanic Acid Gas.

SULPHUR DIOXIDE GAS DETECTOR

For "on-the-spot" testing of atmospheres in working areas. It accurately and quickly identifies and measures concentrations of Sulphur Dioxide. This detector serves as a valuable aid in determining the "breathing safety" of personnel.

COLORIMETRIC CARBON MONOXIDE TESTER

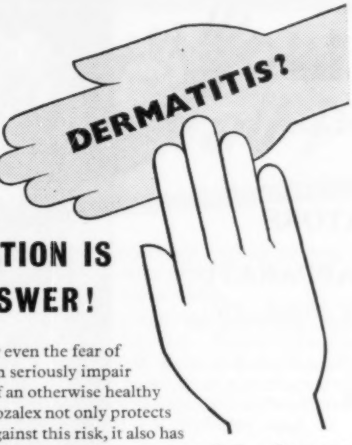
This instrument is fast and simple in operation. It weighs less than a half-pound. It is accurate in presence of water and gasoline vapours and meets the most stringent safety requirements. Anyone can use it without special training. It is indispensable wherever the accurate determination of low, toxic concentrations of carbon monoxide is desirable.

HYDROGEN SULPHIDE DETECTOR

This instrument gives an accurate reading in less than a minute. It is small, light, convenient to carry and simple to operate. Its movable graduated scale indicates directly the percentage of Hydrogen Sulphide present. Supersensitive Hydrogen Sulphide Detectors are also available which are capable of indicating concentrations between 0 and 50 parts per million.

MINE SAFETY APPLIANCES CO. LTD. · QUEENSLIE INDUSTRIAL ESTATE · GLASGOW, E.3

R.54


DERMATITIS?

PROTECTION IS THE ANSWER!

Dermatitis—or even the fear of dermatitis—can seriously impair the efficiency of an otherwise healthy labour force. Rozalex not only protects skilled hands against this risk, it also has a psychological value—giving the worker a feeling of personal protection. For over 25 years Rozalex have specialised in barrier creams for industry and today the hazards of every trade can be countered. Their full technical resources and experience are at *your* disposal on request to Rozalex Ltd., 10 Norfolk Street, Manchester 2.

ROZALEX

BARRIER CREAMS

PARK YOUR CYCLES THE ODONI WAY

(REGD. TRADE MARK)

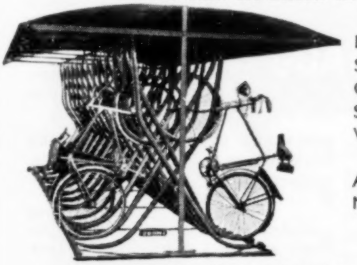
With Odoni Patent "All-Steel"

BICYCLE STANDS

Types to suit all possible requirements

SINGLE OR DOUBLE-SIDED, HORIZONTAL OR SEMI-VERTICAL

For Indoor and Outdoor use



TYPE 10

DOUBLE SIDED SEMI-VERTICAL OUTDOOR STAND, BUILT WITH CLOSE RACK ARRANGEMENT (CYCLES AT 12" CENTRES)

Write for fully illustrated leaflet and price list to Sole Manufacturers and Patentees

ALFRED A. ODONI & CO. LTD.
SALISBURY HOUSE, LONDON WALL
LONDON, E.C.2
(WORKS: LONDON, N.W.)

Tel. No.: NATional 8525/6

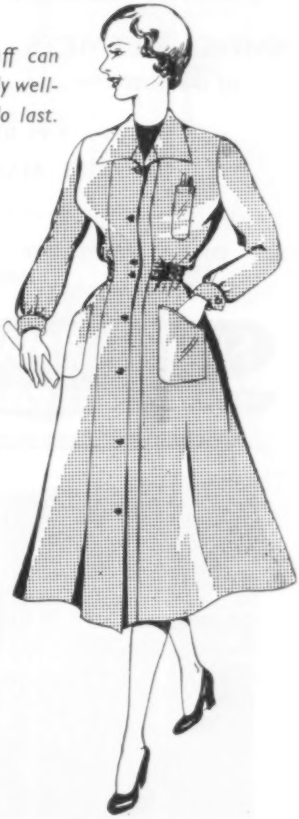
Tel. Add.: Odoni, Ave, London

DINKUM REGD

WOMEN'S

COAT OVERALLS

Overalls that your staff can wear with an air! Really well-made garments that do last.



Button Front Style—Long or Short Sleeve—Dirndl Waist—Detachable Buttons. Good Quality Spun Rayon—Crease Resist—Fast Colours.

SIZES
SW. W. WX. OS.

SHADES:—Wine—Reseda—Nigger—Bottle—Butcher—Sky—Beige—Pink—Turquoise—Navy—and White.

Please quote style No. 329.

Manufactured and Distributed by

ANGUS JOWETT & CO. LTD.
SKELTON INDUSTRIAL ESTATE
SALTBURN-BY-THE-SEA, YORKS

Telephone: Skelton 142. Established 1911

SELF-CONTAINED

Breathing Apparatus

"**Proto**", "**Lungovox**", "**Salvus**", "**Fireox**" Oxygen Types
Marks I, II and **III** Compressed Air Types

COMPRESSED AIR LINE RESPIRATORS

SMOKE HELMETS
of all patterns

RESUSCITATING APPARATUS
for asphyxia, electric shock, etc.

"PURETHA" GAS MASKS
DUST MASKS OF VARIOUS TYPES

ALL OTHER PROTECTIVE APPLIANCES AND CLOTHING FOR THE INDUSTRIAL WORKER

SIEBE. GORMAN & CO. LTD.
LONDON
EVERYTHING FOR SAFETY EVERYWHERE

TOLWORTH · SURBITON · SURREY

Pleasing—and above all, PRACTICAL

— **that's E.S.A. Light Alloy Furniture.**

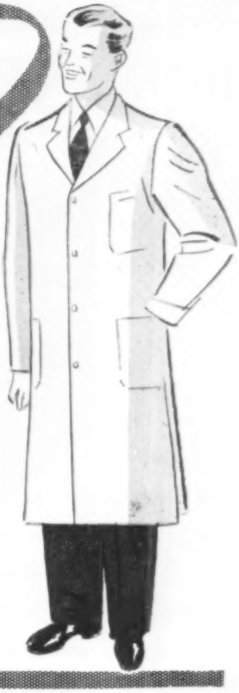
This view of a corner of a modern staff canteen shows to good advantage the graceful contemporary lines of E.S.A. café and canteen furniture. It is immensely strong, yet very light. Tables have scorch-proof, clean-at-a-wipe Formica tops; chairs have shaped plywood seats and backs, or can be upholstered.

SPECIALLY DESIGNED FOR CAFES, CANTEENS, CLUBS, HOTELS, HOSPITALS, etc.

Write for brochure giving complete details of these and other items in the E.S.A. range of furniture, including wooden furniture.

ESA THE EDUCATIONAL SUPPLY ASSOCIATION LIMITED
Esavian Works, Stevenage, Herts. Tel: Stevenage 500
Esavian Works, Carfin, Lanarks. Tel: Holytown 391

What's your overall problem?



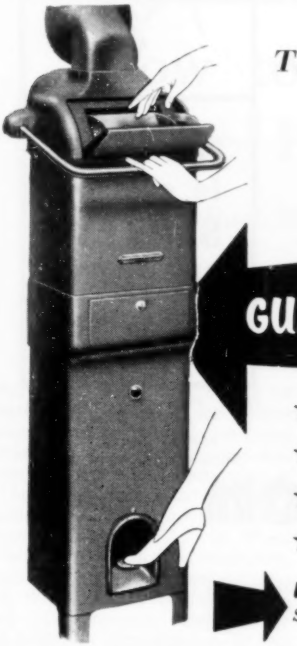
Is the appearance of your staff a credit to your business? If they don't look smart to you, they probably look worse to your clientele and that could mean an appreciable loss of trade.

You can eliminate the risk by providing your assistants with the proper garments for the jobs they do. Denny's have an enormous range of everything you need—uniforms, suits, jackets, overalls, etc.—immediately available from stock or made to measure in accordance with your special requirements. The supply of smart, well-executed embroidered trademarks or house names is an added facility you will probably need.

Write TODAY for free illustrated Catalogue giving detailed instructions on self-measurement. Our latest Price List proves conclusively that our charges are highly competitive. Special terms are quoted for large orders.

Denny's OF SOHO

P. DENNY & COMPANY LIMITED
39 OLD COMPTON ST., SOHO, LONDON, W.1
Telephone: Gerrard 1654-55



The G.E.C. electric *SANITARY* incinerator

GUARANTEED for 12 MONTHS

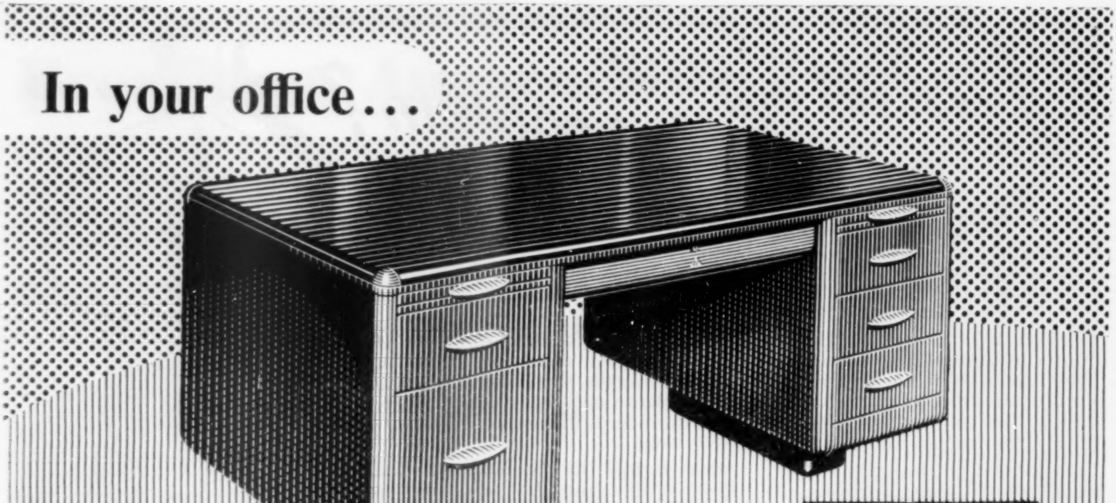
- ★ In a class of its own for hygienic and efficient disposal of sanitary wear and surgical dressings.
- ★ Simple to operate—foot pedal opens hopper and automatically controls switching.
- ★ Solid rod heating element for long life; special clutch mechanism for economic operation.
- ★ Awarded the Certificate of the Royal Institute of Public Health and Hygiene.

***WRITE** for fully descriptive folder on the dependable G.E.C. Sanitary Incinerator.*

G.E.C.
INCINERATOR

THE GENERAL ELECTRIC CO LTD. MAGNET HOUSE, KINGSWAY, LONDON, W.C.2

In your office...



use STEEL Desks and Tables

- 70 different types of Sankey-Sheldon steel desks to choose from.
- Fire-resisting, will not warp, easy to clean.
- Alternative drawer arrangements to suit your filing needs.
- Automatic locking for security.
- Neutral Grey or Olive Green baked enamel finish, linoleum tops in several standard colours.
- In dealing with Sankey-Sheldon you buy direct from the manufacturer. Offices and showrooms throughout Great Britain carry stocks ensuring prompt delivery and local service.
- Send for catalogue DT254/PM2.

The people to see are SANKEY-SHELDON, of course!

Desk Prices from £21.0.0
(P.T. £3.18.7d.)
Illustration shows the
Masterform Executive Desk

Sankey-Sheldon

Sankey-Sheldon Ltd., 46 Cannon Street, London, E.C.4. Telephone: CITy 4477 (12 lines)

STEEL FILING CABINETS · SHELVING
STORAGE BINS · PARTITIONS · MOVABLE WALLS · CUPBOARDS · CLOTHES LOCKERS · LIBRARY SHELVING

PERSONNEL MANAGEMENT
& INDUSTRIAL EQUIPMENT
SAFETY • HEALTH • WELFARE • CANTEEN

Here is the first of a series of articles on building up good staff relations in the office. In recent years the shop floor has been the main target of the personnel and efficiency experts, often at the expense of the office where, as this first article shows, fundamental changes have nevertheless been taking place. The writer, who holds an important executive position in office management, will in the course of the series be discussing such problems as recruitment, promotion, the advent of the electronic machine and the position of the office manager himself. He begins with a survey of the general background and of the reasons for the decline in prestige of the "white collar job".

How to Manage Office Personnel

1. The Post-War Background

By J. F. FEWINGS-TATE

Manager, Central Office Services, ***British Petroleum Co. Ltd.***

SOME time towards the end of 1946 many people in the middle income groups became conscious that something rather unpleasant was happening to them and their way of life. The politicians called it "a re-distribution of the National Income by means of taxation"; to those whose income was being re-distributed, it seemed very much like a not-so-cold war. Of the manifold effects of this designed Government policy the present writer is concerned with but one—the semi-disappearance of the differential both in matters of money and later of prestige between manual employment and what, in defiance of the shirtmakers' most artistic efforts, continue to be known as "white collar jobs."

Two of the many socially considerable results of the First World War were the demise of the top hat, and the disappearance, at any rate as an adequate job description, of the phrase "something in the City." The Second World War carried on the process to the point at which the office—at any rate in its more junior levels—has not only ceased to hold any considerable status advantage over the works, but also no longer offers material advantages or privileges. Currently, a young man of 20 without higher educational qualifications may well earn more with his hands than his brain, in spite of the workings of the Education Act of 1948. Any doubts on this point will be resolved by a study of the Office Management Association's Clerical Wage Scales analyses which are published yearly.

The point which is being made is, of course, fully valid only on a short-term basis: but so long as a bank clerk has to wait until he is over 30 to be sure of earning, say, £15 per week, it will at least be true that during the first quarter of the "average" man's working career little financial advantage will accrue to the office worker.

This is not the occasion for a com-

Ten Facts About the Office Worker

1 *There are about 2⅓ million clerks in Great Britain, that is about 10 per cent of the total working population.*

2 *Adult male clerks earn on an average £9 3s. 6d. a week (1954 estimate) which is about £1 a week less than the average earnings of the male manual worker.*

3 *Women clerks earn on an average £6 2s. 6d. a week (1954 estimate) which is more than women manual workers earn.*

4 *Office salaries are higher in the City of London than anywhere else. They are also fairly high in the south-east of England and South Wales.*

5 *Clerical salaries have risen between 7 and 10 per cent since 1952 in step with the rise in the cost of living.*

6 *Both male and female office workers have shorter hours than people on the shop floor.*

7 *Nearly half the male clerks are over 35 years of age, but more than half the women are under 24.*

8 *The inequality in pay between men and women clerks varies between 26 to 30 per cent, but men do a higher proportion of the senior work and women of the routine work.*

9 *In both cases merit and ability rather than long service appear to be the main factors in promotion.*

10 *Promotion is one of the most important matters to office staff as it very often takes the place of the incentive bonus to manual workers. The union view is that promotion policy is a management responsibility but that all managements should have a sound system of promotion.*

(Figures based on an analysis by the Office Management Association.)

parative study of the advantages offered by office as opposed to works on an age or service scale basis from the first National Insurance Contribution to the first Pension Book: rather are we concerned with the relative apparent attractiveness of the two when viewed at the carefree age from which 30 seems middle-aged, and 40 the last stage before the grave.

We are living too near to the event to form a just estimate of the social revolution through which we passed between 1945 and 1950. To many of us—but is it a hardening of the mental arteries ?—it seems that moral values, as well as money values, have fallen. Certainly, the view that the world owes us a living is held by many people as an article of faith, indeed almost their only article of faith—saving Billy Graham's presence.

As a corollary of this attitude of mind it is natural to seek the easiest way of getting what one immediately requires, and it may well seem that the path into a works career is surely more free of obstacles than that into the office even at a time when, as now, it is so difficult to find recruits for many categories of junior clerical posts. Potential employees in the entry age groups in which the office or the works compete are at present enjoying a set of circumstances operating in their favour which may well never be repeated. They are lucky enough to be living in a time of full employment—indeed, so far as their own services are concerned, they are enjoying a "seller's market." It is doubtful whether this is an entirely good state of affairs from the point of view of the community as a whole: just as it is questionable whether it is an ideal situation to have 10 orders chasing 8 suppliers, so is it doubtful whether 10 vacancies should be waiting for 8 applicants.

A Production Factor

One point, at least, is clear and unarguable ; when any commodity is in short supply, it may be expected that the best use will be made of whatever amount is, in fact, available. So, what was once perhaps countable as a virtue—that we should make the best use of our office staff—has now become a necessity. This necessity is valid not only at company level but at national level as well, for the activities of the office are as much an element in the gaining of maximum production as are the achievements of the production line ; but that, again, is a subject in itself.

The economic background is one of the major factors which affect recruitment for office employment and one, indeed, which is currently tending to operate against the office, in respect of junior categories, at any rate. The other major factor—or so it seems to me—which is exercising considerable influence, is the advent of what has been well called "the good employer." Now this factor can be as effective in attracting recruits to the office as it can to the factory, and among the most important functions of office management to-day, as it is hoped to show in a later article, are the maintenance and implementation of the enlightened employment policy which may be expected from the personnel side.

Ideal Into Real

In concrete, as opposed to abstract, terms this means that the best use will be made of all employees, through such direct and indirect incentives as, for example, good working conditions, non-financial benefits, training and apprenticeship schemes, planned promotion policies and the elimination of "dead end" jobs. These conceptions will only be translated from the ideal to the real, so far as the office and its staff are concerned, to the extent that the executive management on the spot at all levels believes in them, and is determined to give effect to them.

This attitude to employees represents a considerable reorientation of views on the part of management. The present society in which we live has been described as a "managerial" society. Certainly the amount of study given to, courses about, and writings concerning management as a subject in itself have been a most notable feature in the commercial and industrial field of the last ten years. The position of the office manager in the team will be considered at some length in due course.

And so, for the reasons we have seen, the school-leaver to-day sees before him a very much more attractive prospect than that which presented itself to his father 20 years ago ; circumstances are combining to make it possible for him to enjoy a freedom of choice among what, a few years ago, would have been an inconceivably wide range of jobs or callings. He will find himself, moreover, the object of a good deal of consideration from his elders ; he will find his physical and mental welfare at least as jealously protected as they would be in his own home ; in these, as in other matters,

The *Edison Company* of Detroit recently took a " Job Enlargement " programme into their main offices in order to reduce the monotony of automatic, repetitious tasks. Among others, this filing clerk now has a variety of duties to break up the tedium of her main job.

where the law ends enlightened employers begin. He will know, at least up to a certain point, how fast he may expect to advance materially, and the best available training facilities will be at his disposal at no more cost than a little effort on his part. So far, so good, but the question which most observers are bound to ask themselves is—" How long will this state of affairs last ? Could it survive the cold blasts of an economic blizzard ?"

Let us pause for a moment to consider what would be the course of events in what used to be called "a slump" but is now usually wrapped up a little in the phrase "a general recession of trade." First of all, certain economic facts would become very much more apparent than they are to-day ; of these, one would be that the labour market would, in fact, become again a real market in the economist's sense. The laws of supply and demand would begin to operate against the worker and it is doubtful whether any Government could do too much by way of public works and so forth to cushion the effects. This would mean at once that the present freedom of choice of job or career would probably disappear.

On the employers' side the pressing need would cease to be one of clearing an over-full order book, and would revert to the more basic struggle for survival. How would we react to such developments ? After 10—or rather 15—years of rising money incomes, we are all in that state of mind which regards a steady increase in wages or salary as a matter almost of right. The cuts of 1931 are a matter of history only to the younger generation of workers ; but one does not need to be a Jeremiah to harbour doubts as to whether the conditions under which we are living to-day could possibly survive the circumstances which brought about those events.

It is undoubtedly true that far too small a proportion of the community was insulated to a greater or lesser extent from economic blasts before the war. One cannot but rejoice that so many people nowadays can—so far as material conditions are concerned—live a life that is not devoid of human dignity, and gives both the means and the leisure for the pursuit of happiness.

Yet, in common with many wiser and better informed observers, one is bound to doubt the permanence of this state of affairs. Will this long extended boom, reinforced by the effects of international tension, lead us to another 1932 ? Will the effects of any recession be aggravated by those very measures which to-day's production demands are forcing us to adopt to make best use of our all too limited labour force ? Might that very electronic device which releases fifty clerks for more productive work to-day be the instrument of their misery in three years' time ? . . .

So far we have tried to sketch in a picture of the employment situation for certain groups as it now appears ; if the right title for that picture is "La Vie en Rose", then, in the name of all planners, let us enjoy it while we can !

To be continued)

The electronic machine is revolutionising the office from the work point of view. Its influence on personnel policies is to be discussed in a later article.

Working Smarter—Not Harder

How One Firm Exploits The 'Simple' Approach

By MICHAEL LORANT

Here is the story of an American firm which cut costs, saved man-hours, eliminated needless jobs and made work safer and easier by a technique known as "Work Simplification". The writer stresses that this is merely "the organised use of common sense", describes how it is taught and gives details of some of the ways in which it has benefited management and workers alike.

THE *American Ryan Aeronautical Company* has recently introduced at its plant a revolutionary new work improvement project, called "Work Simplification Programme." Robert F. Smith, company supervisor of training, is in charge of the new programme. He devised "Work Simp" classes for departmental heads and others of the company and, during a short period of time, achieved remarkable success with the new scheme.

In the first 12 months that "Work Simp" was in operation, a total saving of over 75,000 dollars has been achieved. And this figure covers only the obvious, invariably conservative, estimate of actual dollars saved. Man-hours, delays, miles walked, backaches and personal injuries that were eliminated or avoided are benefits that are just as important in evaluating the programme, but are less easy to pin down. Again, there is the scope for good ideas which might otherwise have been wasted.

Specifically then, what is the "Work Simplification Programme", when did it start at *Ryan*, and how does it affect the average factory and office worker there ?

Allan H. Mogensen, who developed Work Simplification Conferences back in 1932, defines the system as "the organised use of common sense by everyone involved to find easier and better ways of doing work." It was the logical outgrowth of the pioneering efforts in time and motion studies by Frank and Lillian Gilbreth (hero and heroine of the best-seller, "Cheaper by the Dozen", with whom Mogensen collaborated until Dr. Frank's death in 1924).

Dr. Lillian, who has continued her husband's work in this field, is a popular and respected member of the faculty of Mogensen's Work Simplification Training Conferences held annually at Lake Placid, New York. These conferences are attended by representatives from departments of industrial engineering, production, personnel and finance in companies large and small all over the United States. Bob Smith, Ryan's supervisor of training, is a graduate of the 17th Conference, which took place at Lake Placid in the summer of 1953.

Because Mogensen knows that a successful programme of any type must have the solid support and understanding of top management, he tries to launch each company's Work Simplification schedule himself with a special "introduction to executive management." At *Ryan*, this introductory course was held in October, 1953, for 15 of the plant's highest officers. With their enthusiastic approval and backing, Bob Smith welcomed a pilot group of 20 department heads to the first full-scale "Work Simp" session on December 8, 1953, and the new programme was under way. To-day, 14 groups of 20 employees each have completed the course of eight two-hour meetings. Eventually all supervisory personnel will have an opportunity to attend the classes and to become familiar with the sometimes astonishing results of "working smarter—not harder."

James Orr of Outside Production was the chairman of the group. Other members were Jack Delaney of Engineering ; Charles Webster, Production Engineering and Al Janeski of Dispatching. In the first two conferences of the "Work Simplification" course, these men, along with their 16 classmates, learned the basic objectives of Work Simplification: "to get better products with less effort, in less time, with greater safety, at lower costs"—thereby enhancing the company's competitive position and making jobs and salaries that much more secure. In these sessions the men also considered the advantages of an open mind, with its green light showing, as opposed to the "red light mind" whose immediate response to a new idea is, "It can't be done!"

At session three, Orr's class was introduced to the Flow Process Chart, a sheet now becoming as familiar across the United States as income tax blanks.

Five different symbols in the Flow Process Chart, indicating transportation, delay, storage, inspection and operation, make it possible to record graphically every step of a job under examination. In short, the Flow Process Chart puts the organisation into the "organised use of common sense" and from this point on will be the constant working companion of "Work Simp" students and old-grads.

In filling out the Flow Process Chart, students are shown how to break down a job into its three essentials:—

1. "Make ready", or the effort and time spent in setting up equipment, machines and materials in preparation for performing a task.
2. "Do"—which is the actual performance of the job, and
3. "Put-away", the clean-up following the "do."

Analysing an operation in this manner often pays off immediately with the big jackpot—the realisation that there's no good reason for the job in the first place, and all three functions can be eliminated in one stroke.

Conference four gives the new "Work Simp" disciples a chance to put the meat of practice on the bones of theory, applying the Flow Process Charts to actual plant problems. Class members from different departments, with different training and backgrounds, are assigned to committees and asked to select their own project, preferably a "bottle-neck"—a job that takes too much time, costs too much, or requires too much chasing around to find materials, tools and supplies.

Orr's committee settled on an office task that was performed an average of 26 times a week. It was seemingly an essential operation involving the typing and distribution of a "Closed Short-Shipping Form", used to notify certain departments that for some reason a shipment consigned to the company would be closed out with a shortage. For years these forms had been made up as needed, 10 copies at a time, and distributed by a purchasing department clerk. It was a simple, straightforward operation. It took time, yes—but how else could you notify everyone not to expect a full shipment! Orr, Charlie Webster, Jack Delaney and Al Janeski took out their Flow Process Charts and went to work.

They began with the typist taking 10 copies of the form from a cabinet and went on from there as she inserted carbon, placed them in her typewriter, typed in necessary information, and so on through 11 operations, two transportations, one inspection, two delays of 20 minutes each and one storage.

Why, Why, Why?

Then the committee carefully studied each detail and, as one member succinctly put it, "'Why'd' the hell out of everything!"

Why is the job done? Why is it done in that place? Why at that time? Why by that person and in just that way? Can the whole procedure be eliminated? Can details be combined? How about changing the sequence, place or person? Is there a better method of tackling it?

Orr and his committee tried hard to answer every question. It was the answers they *couldn't* find, however, that interested them most, for they had already learned that the troublesome "whys" led the way to expendable details.

Nevertheless, they didn't stop with the paper work. Next came the important "consultative approach". They asked for opinions from everyone concerned—the girl who handled the forms day after day and knew the job best, the department head, the people who received the forms at the other end of the line.

And then, maybe because they were outsiders with that objective viewpoint that distinguishes the forest from the trees, they came across a second form, used regularly by all the same people, called the "Purchase Order Notice". Why not eliminate the first form, treat shortages as a "change" and add the information to the list of items already being routed to interested departments? Simple? Of course. Good ideas usually are.

Here's another example. It was noticed that, after the company-assembled Firebee drone missile was painted, it was necessary for two men to round up a dolly, load on the Firebee and haul it a distance of 4,906 feet to the infra-red drying lights. The "Work Simp" team suggested the lights be permanently moved to the Firebee building instead. Although this was not entirely an original idea—many people had vaguely wondered why it couldn't be done—it was the first time organisation had been applied to this particular bit of common sense.

Another group worked out a method of using a template for trimming and burring fuselage skin. The old way took two men an hour and a half to clamp the skin in place over a fixture, scribe the cutting lines and then shear by hand. Using the template, the job can now be done with a hand routing machine more accurately and with less waste metal in 15 minutes.

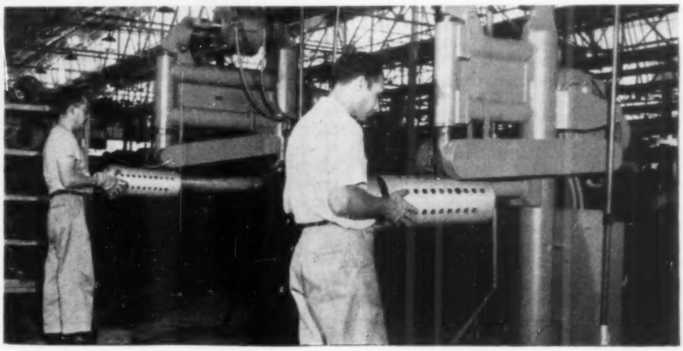
Most workers want to know right away, "What happens when so much time is saved? Will someone lose his job?"

There has never been a case at the company where a worker lost his employment due solely to the installation of a "Work Simp" way of doing a job. In fact, in every instance where wasted time, energy or materials are conserved, with resulting increased productivity, it is claimed that the company are actually strengthening the positions and jobs in the company.

To keep the Work Simplification programme going at a smooth clip at *Ryan*, Bob Smith has trained two additional conference leaders. In conducting the 112 conferences held so far, these three men have originated many innovations which give a special flavour to the course.

In the opening sessions, for example, three methods of getting results through people are discussed—the approaches of "Tell Them", "Sell Them" and "Consult Them".

Another innovation is the award of prizes to the three committees whose projects have been selected as the most outstanding in their group. Chairmen outline their recommendations and receive the awards at the fourth meeting of the succeeding course—a deliberate and highly successful stratagem since this is the half-way mark in the classes and the new students are just learning how to use their Flow Process Charts. They are glad to hear concrete evidence of the remarkable way in which Work Simplification actually produces results.



OLD WAY
Removing excess filler rod and weld metal from thousands of welded tubular sections of stainless steel was a tedious job with air-driven grinders.

NEW WAY
Now the welded seams are rolled flat in one-tenth of the time by seam rollers which also refine the grain structure of the metal.

SAFETY MANNEQUIN

Safety in industry was a highlight at the recent Factory Equipment Exhibition. Each day parades were held to display protective clothing of all kinds. An asbestos suit can be seen worn by a model on the catwalk above.

"Group Dynamics" On European Tour

A RECENT visitor to England was Dr. Leland Bradford, Director of the National Training Laboratory in Group Development in Washington, who held two 2-day seminars at The Industrial Welfare Society's headquarters at which he explained the work he was doing in "group dynamics"—the scientific study of group behaviour.

"We are trying to make science work in solving problems of human relations," said Dr. Bradford at a Press conference, "and this is a slow, laborious job. Group dynamics is a field of science. . . . It is not psychoanalysis but in some ways similar."

Rigorous research, claimed Dr. Bradford, had indicated that group behaviour was a far more complex problem than had originally been thought, so more and more effort was being made in the U.S.A. to train more competent trainers for industry. At the same time University research into group behaviour was being expanded into deeper and more complex levels.

The three main facets of the courses for trainers were: (1) Skill in Recognising the Problem, (2) Skill of How to do It Better, and (3) Skill of How to Apply It.

"You can help anyone understand why the work situation he has to deal with is not going better", claimed Dr. Bradford, "though there is plenty of evidence that people don't become better just by knowing."

Dr. Bradford is touring Europe on an E.P.A. sponsored visit. Altogether he will go to seven countries where he will describe his work to groups of 50 to 75 trainers for industry. He reports an amazing increase of interest in human relations among European firms during the last 12 months.

Executive Salaries

BEFORE the war, a business executive who earned a salary of £1,000 a year was considered to be well paid, but not outstandingly so. . . . But what salary would he require today in order to have doubled his 1938-9 standard of living? . . . The figure comes out at a little over £19,000 per annum, after allowing for both increased prices and higher tax rates. . . .

One reason why British executive salaries have not on the whole moved up in proportion to the rising cost of living is that high tax rates take most of the shine out of an increase for the really top man.

The lower executive who is now getting £750 per annum has a standard of living equivalent to that of a pre-war man on £285 (assuming both are married with two children). The £1,000 man is today receiving the equivalent of a pre-war £360; the £2,000 executive is now no better off than a pre-war man on £655; a present-day salary of £5,000 is the same as £1,270 in 1938-9, and £20,000 today is the equivalent of £2,190 pre-war. In other words, the £20,000 top executive today is only just inside the pre-war surtax class. (**Business,** 4/55.)

Caravan Holidays

AMONG the firms providing unusual "happy holiday" schemes for their staff is *Cecil D. Notley Advertising Ltd.*, of London, W.1, who have recently purchased four caravans for the exclusive enjoyment of their 130 employees, and their families.

Three of the caravans are 14 ft., four-berthers and are at present sited in a caravan camp near Perranporth, Cornwall. Next year, two will probably be moved to other seaside resorts possessing similar siting facilities. The fourth caravan is a larger (18-ft.) model and is to be used mainly for touring. It will be made available to directors and to senior employees.

The scheme, which was inaugurated by Mr. Notley himself, has already proved popular with the staff. The firm have made it clear, however, that employees must not book a caravan for members of their family unless they themselves intend to take part in the holiday. The caravans are being made available at a nominal rent, and bed-linen and crockery will be provided free of charge.

Doubtful Source

AN interesting example of the point made by *Discussion Leader* in the January, 1955, issue of this journal about the importance of the source of information or actions was highlighted at the 37th session of the International Labour Conference run by the International Labour Organisation.

Russia has returned to the Organisation while a number of Communist-controlled countries have joined. However, delegates from other countries did not regard this move by the Soviet bloc as a sign of willingness to co-operate ; rather they treated it with suspicion and hostility, and one group challenged the credentials of some Soviet representatives and refused to nominate any of them to serve on the Conference committees.

While making a plea for tolerance, Sir Walter Monckton, in his speech on the Director General's report, pointed out that Soviet countries, because of their past attitude, should not be surprised if their intentions were doubted.

Films for Industry

IN addition to many industrial films on hire at moderate rates, the film library of the Central Office of Information now has some which can be borrowed free of charge. This has been made possible by the courtesy of the sponsors concerned.

The films, which have been approved by the Advisory Panel for Industrial Films, include one provided by the Gas Council, "Guilty Chimneys", on air pollution and how it can be reduced. *Unilever Ltd.* have contributed "Time, Space and Effort" which deals with the forklift truck and the unit-load system of materials handling. *Metropolitan-Vickers Electrical Co. Ltd.* are the sponsors of "The Electron Microscope", "Electric Induction Heating" and "Development of the Gas Turbine".

Particulars of industrial films, available from the Central Film Library, are given in the catalogue "Films for Industry", price 1s. 6d. Applications should be made to the Central Film Library, Government Building, Bromyard Avenue, Acton, London, W.3, the Scottish Central Film Library, 16-17, Woodside Terrace, Charing Cross, Glasgow, C.3, or to the Central Film Library for Wales, 42, Park Place, Cardiff.

Effective Barrier

THE use of barrier creams and hand cleaners direct from containers tends to be both wasteful and unhygienic. With the trend towards cleaner and more efficient factories, the use of dispensers is becoming more widespread.

The first essential of a good industrial dispenser is that it must be extremely robust—it will have to stand up to some hard usage. Experience indicates that the optimum size for a dispenser is 2 to 2½ lb. capacity. The number of employees per dispenser should not exceed 25, otherwise time is lost in queueing. With this number of operatives the dispenser will normally only require filling once a week.

Where the contents are used very quickly, a dispenser with the capacity of about 4 lb. may well be employed. In general, dispensers having a capacity of less than 2 lb. are not suitable for industrial use. (**RoSPA Bulletin,** 3/55.)

Production Increase

THE index number of industrial production (1948=100), prepared by the Central Statistical Office, is estimated provisionally at 133 for January, 1955 (the early estimate was 132-133) compared with a revised figure of 129 for December, 1954 (the provisional figure was 128). Figures for the corresponding months a year ago were 127 for January, 1954, and 121 for December, 1953. The index for the year 1954 is now estimated at 129 compared with 121 for the year 1953.

HOUSE MAGAZINE DIGEST . . .

Other Firms' News And Views

Profits for Workers

The profit-sharing distribution for the year 1954, following a record year in production, sales and net profits resulted in a dividend rate of 7.11 per cent. This means that the average share for everyone entitled to participate will be £50 5s. The actual amount to be divided is £675,688 and the number of participants 13,457.

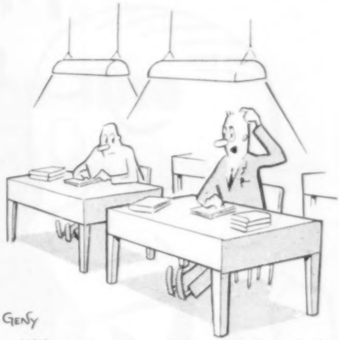
All these figures are records; never before have the dividend rate, the average share, the amount to be divided, and the number of employees been so high.

Managing director, Walter E. Hill, when making the announcement, wrote: "This is an excellent result and is, we believe, one of the largest profit-sharing distributions ever paid out by a British company to its employees." (**The Vauxhall Mirror.**)

Yorkshire Thrift

Seventy-five per cent of Thorncliffe people are national savings group members, compared with an average of 41.6 per cent for engineering firms in the Yorkshire region. Average savings per employee of Yorkshire engineering firms during the six months ended September, 1954, was £5 4s. 2d., compared with an average of £13 4s. per employee at Thorncliffe. (**Thorncliffe News.**)

Pension Pioneer



"It's such a long time since I worked overtime, I've forgotten what I have to do!"

(By courtesy of **Rolls-Royce News.**)

In view of the vigorous controversy which has been going on in Parliament and elsewhere about the increase in contributions and payments under National Pension Schemes, it is worth recalling the part played by George Cadbury (the first) and Edward Cadbury over fifty years ago in getting the State to recognise its obligations to the aged. A recently published book of Victorian and Edwardian recollections (Back Numbers by W. Macqueen Pope) has the following: "Mr. Cadbury, the great manufacturer of chocolate, was advocating old age pensions of 6s. a week for everybody over 65—'from the King downwards'." A more characteristic way of expressing his views was his announcement that he wanted "a shilling a day at sixty for every man and woman in the land from the Duke of Westminster downwards", adding that if the Duke (who was then the accepted symbol of enormous wealth) wanted his pension "he must go to the Post Office and get it." (**Bournville Works Magazine.**)

Family Touch

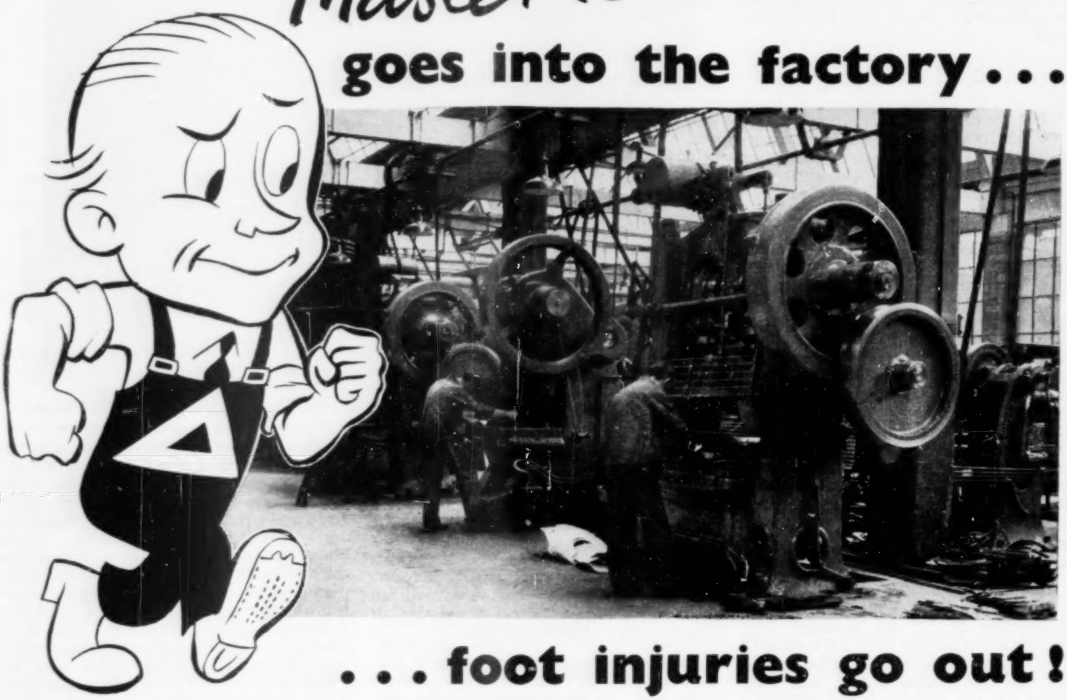
There are at the present time about two hundred of our young men doing their National Service in the cause of peace through strength. They leave us at the rate of about a dozen per month and, of course, return at the same rate. Commencing with the last issue we have decided to try to keep them in touch with the "family" they have left behind by means of the staff magazine which is now sent to their home addresses with the request that it shall be promptly forwarded. Each month we write to the parents of all the boys called up during that month and ask their co-operation in forwarding the magazine, and we have been both pleased and a little surprised at the enthusiasm shown by most parents at this evidence of our continued interest in their sons. The managers of the branches have co-operated by writing to members of their staffs away on National Service and sending us the latest news about them. (**Martin's Bank Magazine.**)

SAFETY UNDERFOOT

Plus Fifty
SAFETY SHOES
the wheels
turning...

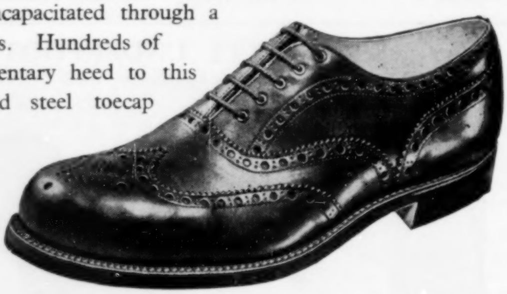
Lt.-Colonel Maurice W. Batchelor, chairman of **Batchelors' Peas Ltd.**, admires women's safety shoes with two supervisors after opening the factory safety week and exhibition.

When *Master Totector* goes into the factory . . .



. . . foot injuries go out!

Statistics prove that the number of lost working hours due to foot injuries has declined—thanks to the wider use of Totectors Safety boots and shoes in factories and workshops up and down the country. Many a good 'hand' has been incapacitated through a foot injury which could have been prevented by Totectors. Hundreds of man hours have been lost through failure to pay elementary heed to this simple method of foot safety. The neatly concealed steel toecap affords excellent protection against foot injury. Every pair carries the Registered Trade Mark and "Safety First Tag" which distinguish all genuine Totectors brand boots and shoes.



insist on **TOTECTORS** REGD. *safety boots and shoes to be sure!*

Write for illustrated brochure and price list showing the complete range of Totectors to Dept. PM

WILKINS & DENTON LTD, 51-52 WOBURN PLACE LONDON, W.C.1

Master Totector

presents a new line in ladies safety footwear

C7200. These smart casual type workshoes of ambertone hide with low cut apron fronts have leather front linings, leather soles, leather covered wood heels and leather top-pieces. They incorporate neatly concealed steel toecaps thus combining comfort and style with protection for the wearer's feet against injuries due to accidental falling of heavy objects.

Available in ambertone, black, red, cherry, bottle green and navy blue.

★

See our exhibit at the Ro.S.P.A. Safety Exhibition, Scarborough.

REGD.

wear **TOTECTORS** *safety boots and shoes to be sure!*

Write for illustrated brochure and price list showing the complete range of Totectors to Dept. P.M.

WILKINS & DENTON LTD., 51-52 WOBURN PLACE, LONDON, W.C.1

RoSPA Conference Preview

Concerted Safety Drive for Industry Begins

By ROBERT McKINNON

THIS year's National Industrial Safety Conference, to be held at Scarborough from May 20 to 22 inclusive, comes at a time when a concerted drive is being made to reduce accidents and improve health in the factory.

Many are sharing in this work. First, in industry proper, more and more firms are adopting safety campaigns and competitions and revising existing safety techniques and policies. Second comes the ever-increasing range of safety products and protective clothing prominently reflected at the recent Factory Equipment Exhibition at Earl's Court. Third comes the work of RoSPA and local industrial safety groups throughout the country. And last but by no means least there is the attack on the losses caused through illness or accidents in industry—losses which cost Britain tens of millions of pounds every year—being carried out by the Ministry of Labour.

The Ministry's attack is three-pronged and operates through the Industrial Health Advisory Committee which held its first meeting in March this year, through the Industrial Safety Sub-Committee of the N.J.A.C. and through the Factory Department which continues to go all out in its efforts to prevent accidents and promote the highest standards of industrial health.

At the inaugural meeting of the Industrial Health Advisory Committee, the Parliamentary Secretary to the Ministry of Labour, Mr. Harold Watkinson, who took the chair in the absence of the Minister, outlined the practical tasks before the Committee and the priorities for action. These included measures against dust and fumes, dermatitis and radioactivity; how to conduct surveys; advice on problems of research and investigation; and methods of organising group health services for small factories. The Committee, which meets again on the eve of the Scarborough Conference, welcomed the report that the Order of St. John, the British Red Cross Society and the St. Andrew Ambulance Association were to institute advanced courses of training for first aid in industry leading to a certificate which would be recognised nationally.

Another step by the Ministry in its campaign to make industry safer was the recent "re-opening" of the old Safety, Health and Welfare Museum in Horseferry Road, Westminster, as the "Industrial Health and Safety Centre". Here is set a first-class example of the fact that drab, dirty workshops are completely unnecessary. Delicate pink walls, soft red floor with darker red upholstery and doors, blue platforms to hold the machinery exhibits and the different sections of the machinery itself coloured in red, blue or green give striking proof of what paint can do for the production line.

Readers are reminded that the closing date for bookings for the RoSPA Industrial Safety Conference, Scarborough, May 20 to 22, is May 10. Application should be made to The Conference Officer, Royal Society for the Prevention of Accidents, Terminal House, 52, Grosvenor Gardens, London, S.W.1.

Prominently displayed also at the Centre are examples of those items which may be said to constitute the "second line of safety"—washing and cloakroom amenities, first aid facilities and seating, the importance of which industry is coming more and more to recognise.

The Ministry is anxious that as many people as possible should visit the Centre for they feel that they have something here beyond the academic interest of museum pieces, something which can give works and personnel managers valuable leads in making their safety and welfare programmes more effective. H.M. Inspectors of Factories are employed full-time at the Centre to answer enquiries and conduct visitors round. Some firms arrange a series of visits for groups of foremen, safety committee members, apprentices and others in groups small enough to derive full benefit from their tour of the Centre. Among the unique collection of exhibits, many of which are lent by manufacturers and can be demonstrated in use, is something of interest for every section of industry.

The Minister of Labour, Sir Walter Monckton, took a keen interest in a thermofoil heat-reflecting suit when he opened the Industrial Health and Safety Centre recently.

The RoSPA Scarborough programme, to be held under the chairmanship of Sir George Barnett, H.M. Chief Inspector of Factories, has likewise been planned to appeal to industry as a whole. One innovation will be a concluding debate on the motion "that this Conference believes that safety committees form an essential part of a safety programme". Another item will be a paper on Safety Incentive Schemes and there will be one on Management's Part In Safety by H. L. Ginaven, director, *The Goodyear Tyre and Rubber Co. (Great Britain) Ltd.* In the Trade Exhibition being run in conjunction with the Conference, 46 firms are taking part, an increase of nine over 1954.

Safety On Show At Birmingham

AT least 50 per cent more space will be occupied by exhibitors at the Third Safety and Factory Efficiency Exhibition organised by Birmingham and District Industrial Safety Group than at the previous event. Twenty-two firms will be showing for the first time at the Exhibition which opens on June 24 and will continue for one week.

The Exhibition will include all kinds of protective clothing, including asbestos suits as recently used in a dangerous fire at an oil refinery ; boots and shoes with steel toe-caps, with some really attractive and dainty patterns for ladies' wear ; safety goggles, spectacles and hoods of all types ; cloakroom, washing and lavatory equipment ; material handling equipment from small hand-operated types to huge fork lift trucks designed to reduce the risk of injury to operators by lifting and moving heavy weights ; laundry service specialising in washing industrial overalls ; barrier creams protecting against industrial dermatitis, detergents and other chemical products.

A large section will be devoted to an "Ideal Factory Feature" and here members of the Birmingham Productivity Association have plans in hand for showing "a factory of the future". There will be ample working space for operators, who, where possible, will be seated to do their jobs. The "Factory" will be well-lit, bright and cheerful and using up-to-date handling equipment. "Ideal" exhibits will include a fully equipped canteen, kitchen, works surgery and cloakroom with lavatory equipment.

Accident Probe

During the week-end (June 24-26) a residential Congress will be held under the general title of a "Social and Factual Examination of Industrial Accidents". Speakers will include a managing director, a works manager, a trade unionist, a doctor, a supervisor, a plant engineer, a production engineer, and, of course, a safety officer.

Opportunity is being taken to arrange a series of day and half-day Conferences during the week and the Institute of Industrial Supervisors, Institution of Works Managers, Institute of Personnel Management and the British Electricity Authority have agreed already to take part. Local education authorities are also co-operating by sending groups of students from technical and other schools to see the Exhibition.

It is the belief of the Birmingham and District Industrial Safety Group that sound principles of industrial safety cannot be inculcated too early, and a group of senior guides will be specially trained to conduct these students, and many industrial apprentices who will also attend, around the Exhibition. Each group will also see one or more safety films in the Exhibition Cinema.

These Measures Will Cut Down Welding Hazards

By **HENRY ALLEN**
Personnel Manager, ***Yale & Towne Manufacturing Co. Ltd.***

Continuing his series on safety techniques for various industrial processes, the writer this month deals with welding both by electricity and gas. He examines the main reasons for accidents in this field and stresses the importance of proper maintenance in any code of safe working practice. Ventilation is another point that requires very careful watching.

WELDING ranks high among industrial operations which create hazards. It carries the risks of eye injuries, burns, metal fume poisoning and poisoning from the oxides of nitrogen. While modern safety practice admirably covers most hazards, and the various official publications detailing techniques are well enough known, there remain, as usual, many points that the factory occupier or his responsible executive must review and resolve.

For instance, cases of fire occur because welding was done on a combustible floor, thus ignoring the elementary precaution that where it is necessary to weld on such a floor fire resisting material or metal plates should first be put down. Explosions happen, too, because welding was undertaken near premises containing inflammable vapours, when the ventilation should have been adequate to cope with the fumes produced, and sufficient draught maintained to prevent the accumulation of explosive vapours.

Welding in a confined space virtually demands the installation of a fume extraction plant and it has to be remembered that in no circumstances should oxygen be used for clearing the air in confined spaces during a welding operation, as this will increase the rate of combustion and may cause spontaneous ignition.

Bad maintenance is another all too frequent cause of accidents during welding. One such was reported recently in which an acetylene explosion occurred through a leak developing in one of the three small safety plugs in the bottom of the acetylene cylinder, so that escaping gas accumulated under the operator's

An arc welder, correctly clothed for the job, tacks the stampings in a clamping press.

bench and suddenly exploded. The gas had been ignited by a spark from the welding torch. Had there been regular checking and repair of all cylinder connection valves and outlets, such an accident would probably not have occurred.

Arc welding has hazards peculiar to itself and whereas most electrical equipment in the factory is treated with respect, welding machines rarely get the same care and operators will, unless trained in right practice, cheerfully leave welding cable lying about in water, oil or at the bottom of containers. It is essential that operators be educated to understand the hazards associated with this job. They must be trained, for instance, in the habit of keeping their bodies insulated from both the work and the metal electrode and holder, especially in warm weather when the danger of shock is greater because of the presence of perspiration.

Even with trained operators, however, it is good policy to have the open circuit voltages as low as 50 volts on small A.C. welders used without expert supervision. It is now of course standard practice that reliable control equipment is available which automatically reduces the open circuit voltage to which the worker may be exposed during the off arc period. Such control equipment must be used where employees are working on wet steel or in confined spaces, or in any conditions where the possibility of contact with the open circuit voltage is greater.

Many accidents also occur because of misunderstandings and the failure of one operator to do something which affects the safety of another. This ought never to arise if a reliable code of practice is defined. Such a coverage is necessary for that job which demands the welding of a tank or container which may have held materials capable of producing inflammable vapours. An accident of this type reported recently exemplifies a sequence of events that has happened all too often. Before beginning a welding operation on a 16-gallon petrol tank, the welder washed out the tank, but as soon as he applied the gun there was an explosion and he received severe injuries.

FOR SAFER WELDING

1 *Do not weld in confined spaces unless there is a fume extraction plant.*
2 *Train arc welders to keep their bodies insulated on all jobs.*
3 *Make sure that all tanks and containers are thoroughly cleaned before welding.*
4 *Keep gas cylinders dry and well-ventilated and see that the valve caps are always in place.*

It was obvious that there had remained in the tank traces of petrol vapour and the accident stressed the need for cleaning that is 100 per cent effective. Steaming as well as washing out would have been effective in this instance.

All containers that have held inflammable liquids should be cleaned for welding by being heated to a minimum of 170°F., and should then be filled with a hot caustic solution and agitated, then drained and rinsed. A check with a combustible gas indicator before welding is advisable.

Stud welding provides a new approach to many fixing problems and its hazards are comparatively few. (Picture by courtesy of **Crompton Parkinson, Ltd.**).

In gas welding it is advisable to have the oxygen hose and the acetylene hose of different colours so as to be readily distinguishable. Furthermore, hose connections for oxygen should have right-hand threads and those for fuel gases left-hand threads, while it is unwise to use a single hose having more than one gas passage. All hose must of course be tested regularly for wear and where a leak is revealed it should be spliced, not taped.

Storage of compressed gas containers is a point the factory occupier must scrupulously determine in his accident prevention policy. Chain or band supports are always advisable and all cylinders must be kept in a dry, well ventilated place away from all inflammable materials such as oil. It should be an iron rule that valve protection caps are always in place except when the cylinders are connected for use.

The lubrication of valves is patently important, but here again there must be clearly enunciated safety techniques, such as the rule that no oil or grease be used in lubricating oxygen fittings or valves, and that these fittings and valves never be used for other gases. It is on small matters like this that maintenance staff have a way of being careless unless there is a clear works rule to the contrary. The oxygen regulator should be equipped with a safety release valve so designed that, in the event of the diaphragm rupturing, the broken parts do not scatter.

Welding, both electric and gas, can be completely safe, but the operation relies almost more than most others in industry, on the co-operation of the worker in honouring safe codes of practice.

Dangerous Drums

A WELDING accident reported in a recent issue of the RoSPA *Accident Prevention Bulletin* concerned an operative who used a supposedly empty 40-gallon metal drum as a support for a bracket he was fabricating. There was, however, a small amount of roofing felt sealing compound left in the drum. The heat from the welder's torch caused this material to vaporise and the drum exploded. The welder's clothes were set on fire and he was badly burned. A similar accident was reported in an earlier issue and the *Bulletin* stresses that this type of drum must not be used for this type of work.

Thoughts on the Use and Misuse of Words

Managerial English—Plain And Verbose

IN the February issue of this journal we discussed the skill of using words to convey correct meanings and to influence other people to think or feel the way we do. Mr. G. Keeling of the *Lancs and Corby Steel Manufacturing Co.*, Corby, Northants, continues this discussion.

He writes:

"Mr. J. Timbrell (February issue) was quite right in his comments on the difficulties some people experience in expressing ideas to the best advantage. Words are used to convey thought, and if the right words are not used the right idea is not conveyed.

With the spoken word, the meaning can be amplified by expression of tone and gesture; it can be hammered home by repetition, and the fleeting impact of wrong word or phrase may be countered by further explanation. With the written word this is not so. There it is, committed to paper, for good or ill. How many times have we all heard the expression: 'There it is in black and white'—meaning the facts are beyond dispute. Thus it is essential to put ideas across in the best manner possible. How?

Let us study the technique of our newspapers. Some papers are in favour of the Government and some against, and they do their utmost to bring the public over to their point of view. Study the reports of a debate and see the different methods of presenting it. A report on a political speech may read firstly in a pro-Government paper—'the Government won the day when the division took place on such and such . . .'. And in an anti-government paper—'the Government narrowly escaped defeat at the hands of the opposition when the division took place . . .'. Factually correct, but the writers wished to convey different ideas. Fair enough!

We do not need to write in quite the same manner, but, by a careful study, we may usefully gain a few hints. Assume, for a moment, that we wish to convince our 'boss' of the necessity of some modernisation after a visit to a competitor's plant. How do we start? By emphasis on our competitor's modern plant, or on our own weakness? I suggest a forceful way would read '*Our urgent need* for modernising our plant was further brought home to me after visiting so and so . . .'.

Advertising agents are especially good at forcing home ideas and we can usefully adapt (not adopt) some of their techniques. They are clever psychologists, and play upon the hopes and fears of readers to push their wares. So the typist is filled with hope that she may marry the boss if she uses 'Clore O Fill's chlorophyll' soap so that her best friends don't need to tell her—(double barrelled, that one). Hope first, and also fear that there might be something to tell!

How are we going to bend these word techniques to our own use? Let us suppose we have a leaky roof and want something done about it. We might say: 'unless something is done I am afraid some damage to our goods may result.'

" ENGLISH AS SHE IS WROTE "

DISCUSSION LEADER asks here why so many managers and supervisors persist in using complicated, pompous language in letters and reports, despite all that has been said and written in favour of more direct and simple sentences.

Is it custom? Personality? Self-esteem? Or fear of appearing uneducated? Or is the reason generally something quite different?

Readers are invited to send in their ideas on this topic and, if possible, further examples of woolly, over-elaborate phrases that have led to misunderstanding. As usual a guinea will be paid for each letter published.

This is not sufficiently forceful. Put the ball fair and square at the feet of the man who can and must do something and say 'unless you have that roof repaired you will suffer loss through damage to goods'. The emphasis is on 'you will suffer'. Naturally no one wants 'to suffer loss' and the impact of forceful phrases like this will achieve results.

With care we may temper the wind to the shorn lamb in this manner. A reply to an irate customer who complains 'owing to the rough state of the goods received we were put to a lot of trouble before we could use them', might be: 'we regret you were put to inconvenience, etc., etc.' but this is inclined to keep the unpleasant points to the fore. Instead what about: 'We will see that future supplies are an improvement on the last consignment and thank you for drawing our attention to the matter'."

There are many other aspects of this fascinating subject that we could take up. Mr. Keeling expresses the need to understand the psychology behind the use of language. Can we apply this idea to the business letter which begins: "I am in receipt of your letter of the — ult" and continues in stock phrases, using long words and sentences where short ones would convey meaning as clearly?

The other day I received a letter which contained the phrase: "I will arrange for an examination of the installation to be made with a view to ascertaining whether . . . " The meaning is clear enough but it could have read more simply: "I will arrange for an examination of the installation to be made *to see* . . . "

THE REASONS WHY

Ego Boosting

CAN we understand why this language is so often used? Some people use it because it fulfils a need to feel and appear important. It bolsters up their ego, as we say. One management trainee was working under a manager who wrote letters in this way. The trainee decided to write his letters in simpler English. They were all sent back to him marked: "These are not good enough."

In another large department the two men at the top wrote clear and simple letters. The two seconds-in-command were addicted to long and complicated phrases. The rest of the office followed these two. At one time the senior officials instituted a course on simple English for the whole office. For a short while after this there was some slight change, but the junior members of the office soon reverted to their complicated phraseology.

The reason is not far to seek—the

second layer of management had not changed *their* habits. In this case and in the case of the management trainee's superior, this kind of writing was supplying a personal need, and it was therefore important for them to cling to their accustomed way of expressing themselves. In some official circles it is customary to write very formal and correct letters. Because this *is* a custom it is a method of binding an occupational group together and as such this, too, serves a useful function.

An amusing story is told of one junior member of such a service, who, instead of ending with some such phrase as: "I am, sir, with the utmost respect, your humble and obedient servant", finished his letter to one of his superiors: "I am, Sir, yours, grovelling in the dust". It is reported that this change in the customary phraseology went unnoticed! Have you any examples of complicated language? Can you trace the need which lies behind its use? Is it custom? or habit? or personality? Would the use of "plain English" serve the writer just as well?

Can we apply Mr. Keeling's thoughts to another industrial subject—that of notice boards? Can we adapt some of the advertiser's techniques, which he describes, to making our notice boards attractive and readable? Do you ride about in buses, trams or on underground railways? If so which advertisements attract your attention? Can you say why? Do the notice boards in your place of work follow any of the same principles?

A CAUTIONARY TALE

Pitfalls Of Ambiguity

BY way of postscript, nothing could be more apt than the letter on this subject which I have received from Mr. John P. Paterson of 17, Victoria Road, Annan, Dumfriesshire. It reads:

> "I refer to your invitation to send you examples of 'things that might have been better put'.
>
> "A senior civil servant once told me—as sworn truth—of a notice circulated in the headquarters of his Ministry drawing attention to the uneven work load on the typists' pool. The notice finished:
>
> "Officers are therefore urged whenever possible to take advantage of the typists in the morning or early afternoon.
>
> "The things that go on in London!"

It is clear now why Sir Ernest Gowers felt constrained to write that excellent little guide to clear English, entitled "Plain Words".

DISCUSSION LEADER

Cadbury's Put Charm On their Welfare Programme

By GEORGE MACRAE

Charm for Charm's sake is the object of a novel course recently started for the benefit of the girls in the Bournville factory. Startling innovations, says the writer, has always been in the *Cadbury* tradition and here he describes one of their latest ventures in originality. Like most other things, Charm has now become a specialised technique.

"The past year will be memorable in Club history, for it saw the start of a venture to organise activities for young members not especially interested in sport and athletics."

Extract from Annual Report of the Bournville Girls' Athletic Club (B.G.A.C.)

SINCE John Cadbury installed, and polished with his own hands, the first plate-glass windows in Birmingham in the 1820's, and employed a Chinaman in full oriental dress behind his weighing and packing counter, startling innovation has always been in the *Cadbury* tradition. It should not, therefore, come as too much of a surprise that, although the B.G.A.C. is becoming an old lady and celebrated her golden jubilee six years ago, this new venture is nothing less than a Charm School.

The School meets at Bournville on Thursday evenings under the guidance of Miss M. E. Burlingham, organiser of the B.G.A.C.'s social activities. The idea is to teach the girls (some of whom are tactfully classified as "under-50's") how to achieve "poise and personality"; how to become something of a fashion model, yet retain something of the gaiety girl.

Each week there is a lecture by an expert on some secret of Charm. After this approximately 70 of the 180 members form two groups, over-25's and under-25's, for "Slimnastics", a sort of P.T. without tears, to a piano accompaniment. Finally those who are not yet satisfied take some more exercise in the swimming bath.

The lectures have dealt not only with the ends of a girl—care of the feet and demonstration of hair-styling—but with the middle as well, inside and out. A hospital catering officer talked on diets and the perfect figure and the woman editor of the *Birmingham Mail* on the planning of, and budgeting for, the smart girl's wardrobe. Make-up, posture and the cultivation of a good speaking voice have rounded off the series.

This is a Charm School with a difference. In the past this name had been mainly associated with airlines and film companies; and for these the grooming of staff is strictly a business proposition—almost a matter for the Council of Industrial Design. But at Bournville it is charm for charm's sake, for the girls' sake rather than for any obvious advantage to the company.

This, too, is in the *Cadbury* tradition. In his presidential address to the Association for Education in Industry and Commerce in 1926, George Cadbury said of his workers, "Social justice demands that we may not in any way exploit their young life for

One of the most popular features of the course is the hair-do lecture demonstration from which girls pick up some very valuable hints on how to get the best effect from their crowning glory.

our own ends, and enlightened selfishness teaches the same lesson."

The Cadbury approach is, roughly, that this evening should be a time of relaxation and that charm has many facets. But there is a more austere view: that it should be a time of preparation for tomorrow.

This is the line taken by the Central Council of Recreative Physical Training (C.C.R.P.T.). In its report of 1943 on *Physical Recreation for Girls and Women in Industry* great emphasis is laid on "Training for Purpose." Unless, that is, the exercise is designed to increase the worker's efficiency in her particular job, it will do little good.

However sound this may be for men engaged in heavy industry, there is a snag in this approach when applied to girls, as the writer of the report admits in these oddly cautious words: "Men are often considered to be more objective-minded than women, and training for purpose, e.g., target practices, throwing of heavy ship's fenders, trunk exercises with logs and the more masculine type of games, *might* not be enjoyed or be suitable for women."

Now *Cadbury's* Charm School seems not only to owe something to each of these views but to indicate where they fall short. In the first place, it seems odd to say in a general way that women are not objective-minded. There is surely at least one objective which most girls have squarely before them; and while an occasional Amazon may catch her man by heaving a ship's fender at him, the majority still have to fall back on more orthodox methods.

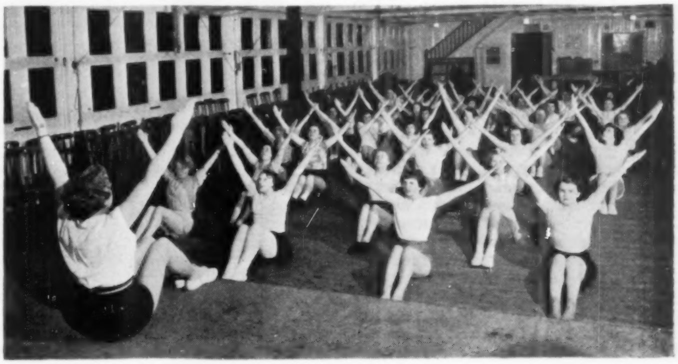
Although at work in the factory, Bournville girls do not wear jewellery, at the Charm School a girl can literally recreate herself with as many bangles and bracelets as fashion allows, and at the same time feel the satisfaction of "training for purpose."

In 1947 the C.C.P.R.T. came across another feminine problem which can now be charmed away. In its leaflet *Physical Education In Industry* it remarks with the same caution as before: "A teacher with high qualifications in cabaret dancing would be excellent for training girls for the works concert, but would probably lack the qualities needed to organise games." There being no middle course, this seems to suggest, between St. Trinian's and the Moulin Rouge, it is safer to stick to St. Trinian's. This is a counsel of despair for, in Miss Burlingham's School, Bournville has found the middle course.

But it would not be fair to imply that until now Bournville has suffered from too much of the "run, girls, run" school of thought. Though only now officially recognised as an "activity", Charm has been steadily fighting its way into the Bournville curriculum over the last 50 years. In the early 1900's it was taken for granted and no longer frowned on. Fifty years before that the boys could have their fun with a bone-shaker bicycle specially bought for the dinner hour, but "conduct" was what mattered in the girls of a hundred years ago. A writer in *Chamber's Journal* for October, 1852, is enthusiastic about this. "No girl is employed at *Cadbury's*", he writes, "who is not of known good moral character. Accustomed to order and cleanliness through the day, they can hardly fail to carry these virtues with them to their dwellings."

But when the Bournville playing fields were started, as the history of the firm records, "the girls' recreation ground was less formally laid out for athletics. . . . In large part the grounds are given up to gardens and lawns among which the girls can enjoy themselves in less definitely athletic ways." In Edwardian times the hockey did toughen. One Old Girl recalls that "They bore down on us in twos—one kept an eye on the ball and the other kept at bay her hapless victim."

Since then there have been "splash nights" in the swimming baths, and there has always been an annual party season. Now Charm has become, like everything else, a specialised technique. But only time will tell whether the girls will keep at it.



You're only young once but regular "slimnastics", it is claimed, will keep you young for a long time.

Management Bookshelf

A "Cattle Market" On The Waterfront

"ANYTHING is good enough for dockers." These words, spoken by one of the Manchester dockers to a member of the research team of the Liverpool Department of Social Science, go far in epitomising the problems of the docks in this country.

Because these problems throw illumination on many of the half recognised, semi-conscious and unanalysed tensions and frictions in other industries, all managers should find it profitable to study the latest publication of the Liverpool Department of Social Science entitled "The Dock Worker" (published by University Press of Liverpool, price 18s. 2d.).

This is an attitude survey made in the Manchester docks during the course of which two sudden strikes broke out. It shows how the organisation of the dock industry leads to a feeling of social insecurity and social isolation on the part of the dock workers. The uncertainty and irregularity of the work governed by such things as tides, weather, world seasons and harvests has led to a desire on the part of employers for an "adequate" supply of labour to cope with exceptional demands which may have to be met. This "adequate" supply, in fact means a greater number of casual workers than there are jobs for them to fill.

The survey shows that the National Dock Labour Scheme has done something to decasualise dock labour economically, by guaranteeing a minimum weekly wage, but it has done nothing to decasualise the work socially. Workers still report for duty to the call stand each morning and afternoon and compete with each other to be taken on for the more lucrative or easier jobs. The calling on procedure "must be deemed to provoke excessive competition and even conflict between individual dock workers". As one docker put it, "conditions (at the call stand) resemble those obtaining in a cattle market".

There are three main groups of dock workers at the Manchester docks. "Top Sixers" who follow one foreman permanently; "floaters" who compete successfully for the best jobs as they come along irrespective of the foreman in charge, and "drifters". The drifters are the least successful people who are allocated to less popular jobs by the Area Labour Officer. If there is no work available their cards are stamped by him and they receive attendance money as a result.

"Floaters" value their independence of choice; two-fifths of those interviewed would not wish to see the system changed. Lacking all social ties at work, they seek to make stable social relationships outside work. Many are near the docks and take a prominent part in local or trade union activities. "Drifters" often feel left out of everything and so form a "nucleus of discontent". As one of them said, "they don't think we've got feelings, we are not supposed to think".

"Top Sixers" show loyalty to one foreman, are less critical of the employers and have a greater satisfaction with their job (57 per cent said they liked their work as opposed to 47 per cent of "floaters"). "Top Sixers" feel themselves threatened by the Dock Labour Scheme, however, as the Area Labour Officer ignores the existence of these gangs and allocates individual members to other jobs if their own foreman is not present. Thus he is seen to be breaking up the gangs and it is alleged by the men that his policy is "Divide and Rule". Thus, as an earlier study made by the British Institute of Management in the London Docks also shows, new methods of organisation threaten established social customs, but have done little to put something new in their place.

The dockers used to find some of their social needs satisfied by the union. This Manchester study shows how their relationship with the union has been impaired by the Dock Labour Scheme and other changes which have taken place in the union's position. The position of the Transport and General Workers' Union is complicated in the docks, as elsewhere, by the fact that officials of the union are members of the National and Local Dock Labour Boards. Thus when the men were on strike at Manchester in April 1951, leadership of the men passed out of the hands of the trade union officials into the hands of the unofficial strike committee.

MARGARET BROWN reviews the findings of a recent enquiry into the conditions of the Manchester docker. Despite the occasional fat wage packet, it is a sorry tale of bad management which failed to take into account the social needs of its work force. The implications, she stresses, are valid for all industries.

The growth of the Transport and General Workers' Union and the institution of paid officials means less and less chance for the dockers themselves to participate in the running of its affairs. Dockers feel it has little interest in their difficulties. So the union was criticised for the injustice of its practices, for allowing too much power to officials, for too close a connection with the Labour Party, for being too big and for not giving enough information. The authors conclude that the docker still "looks to his union to satisfy his social and psychological needs, which it once did with so large a measure of success; and it is its present failure to do so which has given rise to resentment and discontent against the union".

The feeling that they are looked down upon by the rest of the country (one man, for example, told his child who had won a place at a grammar school not to mention that his father was a docker) and that their poor working conditions reflect the poor opinion their employers have of them ("they condemn us to the conditions of a pig sty") tend to increase this sense of social isolation. The employers were, in fact, making many improvements in working conditions but the men were largely ignorant of this. Their average weekly wage is shown to be higher than that in the engineering or building trade, but the minimum wage or "bare lick" as it is called is inadequate and this coupled with weekly fluctuations and the fluctuations of earnings between individuals mitigates against a sense of financial security.

A Divided Command

A knowledge of how more trouble-free organisations work suggests that good human relationships depend, amongst other things, on a stable and permanent working relationship within a group and on good communications within the structure. The dissatisfaction and strikes in the docks are a symptom of deeper administrative problems which still remain to be solved. There is divided command since the *Ship Canal Co.* is responsible for the work of the port; but the Dock Labour Board is responsible for allocating men to jobs and for discipline. Thus the dock foreman lacks the necessary power to discharge his responsibilities effectively.

The dockers recognise this. As one of them said—"I don't know how to solve the problem of the powerless foreman". This administrative structure makes communication difficult in any case, but there is evidence in this survey that neither the employers nor the union consult the workers, nor inform them of decisions or changes that are being made. The impermanence of work relationships, the lack of selection of men for jobs they are best suited to do and the lack of training for their work, all brought about by the method of allocating labour to work, complete the picture of social disintegration.

In this survey we hear what the dock worker feels about his management, about his union, his working conditions and his pay. It would be helpful to our understanding of the total position if we could also hear, in as much detail, what the management (including the foremen), the Dock Labour Board and its officials and the Trade Union officials think of the position. Does the management feel this administrative structure is inevitable?

(*Continued on page 588*)

To One Pound of Steak—84 Minutes

TO earn a lb. of steak to-day, an American workman has to work for 32 minutes as opposed to a British workman's 84 minutes. This was one of the illustrations Sir Ewart Smith, chairman of the British Productivity Council and deputy chairman of *Imperial Chemical Industries Ltd.*, gave in Edinburgh when he spoke on industrial productivity to a meeting of trade unionists and teachers.

"I dislike these figures intensely", continued Sir Ewart. "Taking the long range view I can see no reason that there should be that discrepancy. What one country can do so can another. I am tired of having our workmen having a standard of living about half that of our opposite number in the U.S."

He believed that the American superiority was partly due to the fact that during the last 20 or 30 years industrial firms there had taken the trouble to educate themselves and their people in the economic facts of life. America to-day was producing per head four times as many graduates in technological sciences as Britain every year.

Sir Ewart outlined methods of increasing productivity: process study, simplification of product, and work study, which did not require much capital, but gave quicker results, although there was a limit to what it could achieve.

Unpopular Job

THE experience of Birmingham Salvage Department with coloured labour has been "unfortunate", states a report of the Salvage Committee. No objection was raised to the employment of coloured labour, the report goes on, but though a number of coloured workers had been engaged, many had left after working only a day or so.

"In some cases the men stayed at their work only for a few hours, the reasons generally put forward being that they found it too arduous, particularly in weather conditions to which they were unaccustomed."

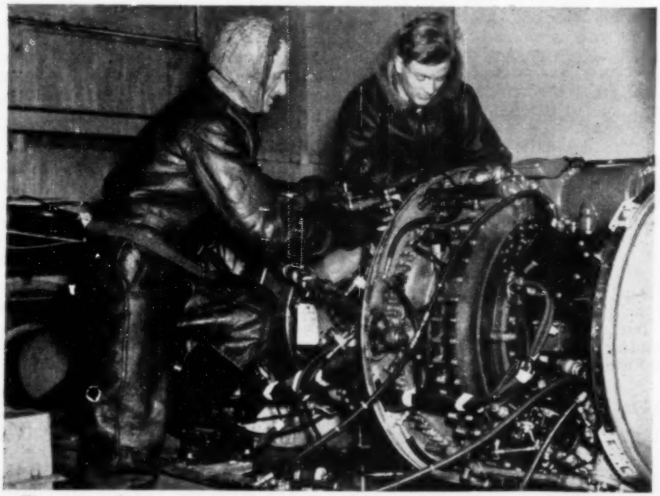
About 610 men were required to provide each refuse collection team with a normal team, but in January the available strength varied between 400 and 450 a day. Every effort had been made to increase and improve the labour force. Information from the Regional Office of the Ministry of Labour and National Service supported the view that men having the necessary physical qualifications preferred to seek employment in factories.

People First

IN the event of another war there would be little point in trying to protect buildings and machinery, claimed Mr. T. D. Tyler, chairman of the Scottish branch of the Society of Industrial Civil Defence Officers, at their recent annual meeting. The advent of the hydrogen bomb had altered most of their ideas on civil defence.

Training had to be based on the fact that another war would be a war for survival. If the country were to survive there would be no point in protecting factories and machines. "We have got to protect the population who will rebuild the new Britain from practically nothing."

SUB-ZERO WORKSHOP



These two fitters are working in 72° of frost. The *Dart* engine is being tested in the low-temperature test house at the Rolls-Royce flight-development establishment at Hucknall.

NEW IDEAS FOR OLDER WORKERS

PROOF of the increasing scope for elderly people in industry is contained in some examples quoted by the Ministry of Labour in their bulletin *Information Service*. These include:—

1. A City Corporation Transport Department has recently raised the age limit on recruitment of bus conductors from 45 to 60.
2. A vehicle servicing depot has raised the upper age limit for new recruits from 45 to 60.
3. A Rural District Council now allows all employees who are fit and efficient to remain at work until 70 years of age.
4. A firm employing about 1,000 workers no longer enforces retirement at a fixed age.
5. Another firm about the same size now has a scheme for the employment of their retired workers on light work on a part-time basis.
6. A firm of dry cleaners has installed a conveyance for the reception and distribution of garments and manned the conveyor with men over 60 years of age.

15-hour Week

EDWARDS (PROVISION MARKET) LTD., a chain of retail grocers, concerned with the shortage of sales assistants and anxious to relieve the women staff of arduous duties, recently started an experiment of employing old-age pensioners on part-time work as shop boys.

They are employed for 2½ hours a day, six days a week. The number of hours worked and the amount earned has been arranged in order that the amount of pension should not be affected. The experiment has been an outstanding success. In fact the company has been inundated with requests by old-age pensioners, and their usefulness has been immeasurable.

The "old boys" themselves are thrilled at the prospect of working again and by their conscientiousness and enthusiasm are setting a very good example. (**Industrial Welfare,** March-April, 1955.)

Scheme Wins Spurs

ROLLS-ROYCE Employee Suggestion Scheme has now been extended to include all hourly-paid workers in the Aero Division, which brings in all the Scottish group of factories and those at Barnoldswick, Ilkeston, Mountsorrel and Hucknall. Previously the scheme, started a year ago, had been confined to the Derby factories so that any snags during the experimental stage could be ironed out. Now that the Scheme has "won its spurs", it has been extended.

Suggestions from the English factories will be dealt with by the Derby Suggestion Committee to which representatives from all factories have now been appointed. A separate committee under the chairmanship of Mr. W. J. Miller (general manager, Scottish Group) will operate the Scheme in Scotland.

So far, the highest award made for any single suggestion is £175, but the rules provide for a maximum payment of £500.

The latest awards approved by the Derby committee include £28 10s. to Mr. G. M. Bentley, turret operator, for two suggestions for obtaining additional machined rings from a standard pot of material; £25 to Mr. A. Hutchinson, inspector, for a novel method of parting off rings to economise in material; and £20 to another inspector, Mr. A. Forster, for an improved method of swaging a sleeve into its parent housing resulting in greatly reduced scrap.

Merit Money

SUGGESTIONS made by *Fort Dunlop* employees received £2,512 in merit awards last year. The number of them which came in reached the record total of 2,638. They ranged from an idea for sweeping brooms to rubber curing by high frequency; and no fewer than 751 of them dealt with the prevention of accidents. Of the total, 40 per cent were adopted and received awards, and a further 20 per cent were given merit awards in appreciation of the efforts made.

"The company introduced a suggestions scheme over 40 years ago", says Mr. E. E. Quinton, general works manager at the Fort, "and its success can be measured by the increasing number of ideas regularly submitted.

"It is important that suggestions adopted should be implemented quickly, so all ideas are considered within 24 hours of their receipt. If a suggestion is not adopted the reason is fully explained to its suggester."

Be Explicit

A SUGGESTION to employers to be more explicit about the number and type of posts they wish to fill with school leaving certificate recruits, was put forward by Mr. J. Henderson Stewart, Joint Under Secretary of State for Scotland, at a dinner following a conference on "Recruitment and Training for Careers in Industry" at Newhouse (Scotland).

"It should not be beyond the power of firms or groups of firms to decide exactly their requirements in this aspect," he continued. "If this were done and the facts set out in leaflet form, I am sure the Ministry of Labour Youth Employment Service would ensure its effective distribution. Without any doubt such a step would be of high value to all concerned."

Resettlement Analyses

INVITED to take part in an enquiry about their experience since release were 13,010 young men who were released from whole-time national service in September, 1953. Of these, 10,708, or over 80 per cent, were willing to co-operate and their experiences up to nine months after their release were recorded.

The first analyses were directed towards finding out the proportion of men in various groups who, in June, 1954, seemed to be satisfactorily settled in civil life, either in industry or further education. The results show that over 90 per cent may be regarded as satisfactorily settled. The enquiry has provided much valuable information which is being further examined in detail in consultation with the Advisory Council on the Relationship between Employment in the Services and Civilian Life. As soon as this examination is completed, a full report will be published.

Looking Beyond Cadillacs

WHAT sort of training does the young executive need to imbue the background and ability to make the broad decisions that modern business demands? The formulae are no doubt as numerous as the roads to salvation, but the *Bell Telephone Co.* of Pennsylvania have plumped for liberal education.

In 1952 the president of the company took his problem to the University of the State. They pondered on it and a year later set up a special Institute of Humanistic Studies for Executives. By the end of February this year, 17 of the company's executives had "graduated", and 19 more enrolled, and the experiment felt to be a pronounced success.

Each morning the students found themselves in a world far removed from business. They were ducked into philosophy, literature, history, art, aesthetics, music, economics, architecture, logics, ethics and the social and natural sciences. They studied the Bible, the *Iliad*, the *Bhagavad-Hita*, Dante's *Inferno*, *The Brothers Karamanazov*, the plays of Sophocles and Shakespeare, the works of Marx and read *Moby Dick*, besides a host of other classics and standard works. Each man got copies of the prescribed works to retain as the nucleus of a private collection.

Commented one student on completion of the course:

"You go through some soul-searching. This may not teach us to make decisions faster—or even as quickly—but they'll be better decisions. . . . I used to think there was nothing in life besides earning money and looking forward to a Cadillac. Now I ask myself what is right rather than what I should or am expected to do."

Pensions From Profits

ROBERT Pringle & Son, Ltd., Hawick hosiery manufacturers, have introduced a new pension scheme to their workers. The company are bearing the whole cost. An initial contribution of £25,000 from the company's reserves is being made to the fund, and an annual contribution is to be made from profits of the firm. While the rates of pension will be standard, special provision will be made for any cases of particular hardship.

Pensions will be made to workers who retire on or after the age of 65 and, for men, will range from £1 a week after 15 years' service, to £2 10s. after 40 years' service; and, women, from 15s. to £2. In the event of death prior to pensionable age, the directors may, at their discretion, pay out of the fund to the widow or dependant, a sum ranging up to about £150 for men and £100 for women.

Nation's Workforce

AT the end of February the number in civil employment (industry, commerce and services of all kinds) was 22,740,000, an increase of nearly 20,000 since the end of January. There were small increases in the manufacturing industries, mainly in the metals, engineering and vehicles group, and in building and contracting, partly offset by a seasonal decrease in the distributive trades.

Operatives working short time were about the same number as a year ago, whereas there was an increase of about 11 per cent in the number of those working overtime. Unemployment was 1.3 per cent of the estimated total number of employees compared with 1.6 per cent at the same time last year.

PEOPLE

THE Minister of Labour and National Service has appointed **MR. C. W. GUILLEBAUD,** M.A., C.B.E., to be chairman and **BRIGADIER L. C. MANDLEBERG,** C.B.E., D.S.O., M.C., and **MR. A. G. TOMKINS,** C.B.E., to be members of a Committee of Investigation to inquire into the difference in the gas industry. This arises from a claim by the plumbing trades union to negotiate terms and conditions of employment on behalf of their members employed in gas distribution. **MR. C. W. GUILLEBAUD** is a fellow and tutor of St. John's College, Cambridge, and a university lecturer in economics. **BRIGADIER L. C. MANDLEBERG** of *Harben's Ltd.*, is a past chairman of the National Employers' Association of Rayon Yarn Producers. **MR. A. G. TOMKINS** is secretary of the National Federation of Furniture Trade Operatives.

Sir Walter Monckton, Q.C., Minister of Labour and National Service has appointed **MR. A. T. S. ZEALLEY** to be a director of *Remploy Ltd.* Mr. Zealley, who is aged 62 years, has recently retired from the Board of *I.C.I. Limited*, where he had special responsibility for the Billingham and Wilton Works.

The European Productivity Agency is preparing a new edition of the Directory of National and Local Productivity Centres.

ORDERED EFFICIENCY. A general view of kitchen showing preparation tabling, vegetable preparation sink, bulk water boiler and tea trolley and specially designed stainless steel display fitment and screen.

CATERING EXPERTS BUILD A 'PRACTICAL' CANTEEN

By PETER LOCK

When a firm of canteen equipment manufacturers build their own canteen, what they do is naturally of interest to catering officers generally. Here, then, is an account of how *G. F. E. Bartlett & Son* equipped their own kitchen at their new works. Like most firms, they concentrated on practical, day-to-day needs, though there are, of course, some original touches.

WHEN canteen equipment manufacturers, *G. F. E. Bartlet & Son*, were building their new works at Hemel Hempstead, it was natural that they should be tempted to make their canteen the last word in luxury and the kitchen as lavish and beautiful as the vast range of modern equipment allows. This temptation, however, they resisted strongly, and instead concentrated on creating a canteen that would be practical and suitable for use as a working showroom. The equipment was, therefore, chosen from the firm's standard lists and available in identical form to any prospective customer.

The catering department is situated in the northern wing of the main office block with the dining room windows facing west. This arrangement ensures that the vegetable and dry goods stores are in an ideal position facing north and protect the main kitchen from undue cold. The entire ceiling of the kitchen is in the form of two huge lantern lights leaving the walls free for the disposal of the equipment without impediment. In addition to this natural ventilation, two 18 in. diameter variable speed fans are sited over the main cooking equipment. A small private room opens off the main dining room for directors' and visitors' use, while the dining rooms may be closed off completely from the kitchen when required for receptions and other functions.

Naturally, maximum use was made of stainless steel and vitreous enamel in keeping with the present trend of modern installations, but for surfaces receiving less wear, *Birmabright* aluminium and stove enamelled or galvanised mild steel was substituted. The kitchen is planned with the main cooking section on the rear wall comprising a gas heated fish fryer with adjustable thermostatic control, an elevated gas roasting oven and boiling table, a steam-heated steaming oven and a two-tier gas pastry oven.

The Cook's Bench

Immediately in front of this equipment is the cook's bench with stainless steel top and storage cupboard under at the left hand end. Supported on a high level shelf are a set of aluminium bins for daily stores and underneath this shelf a set of glass containers for spices and flavourings, etc. Close at hand are the mobile pastry cooling rack, pot rack and specially designed chipping unit comprising a hand-operated chipping machine mounted on a portable stand with removable bin underneath.

Adjoining the main cooking section is the vegetable and salad preparation unit with stainless steel sink unit having removable perforated centre division. Nearer to the service counter is a snack and sandwich preparation unit with gas grill.

The kitchen is partially screened from the service counter by a series of decorative stainless steel panels which also support shelving for the display of cigarettes and chocolates. Dirty crockery is cleared from one end of the service counter which is inset with a rubber stripping block with stainless steel drawer beneath. The washing up section is entirely of stainless steel with wash and rinsing bowls with steam heated steriliser.

Service Counter

The service counter comprises a gas-heated hot section with fitted bain marie, a cold section and a beverage section complete with cup racks. Tea is served from a multipot on a special plinth enabling the customers to help themselves or be served by the counter staff. Coffee is served from a gas-heated display jacketed urn. Both the front and rear panelling of the counter is stainless steel and both hot

OFFICE LIGHTWEIGHT. For the office teas service, the firm designed this special lightweight tea and food service trolley.

FOOD HYGIENE. These glass screens provide protection against food contamination at the hot service counter.

and cold sections are fitted with glass "anti-sneeze" screens.

The water for tea-making is steam-heated in a bulk water boiler mounted at high level enabling the multipots to be filled in situ on the trolleys. For the works trolley service the multipot is mounted on a cutaway plinth allowing a complete tray of cups to be filled speedily without turning off the tap. The trolley serving the offices is of special design being constructed of *Birmabright* and is sufficiently light to enable it to be carried up and down the staircase. The multipot and vacuum jugs are inset into the top plate and a slide-out drip tray is provided to form a service tray. Both tea and coffee are served from this trolley.

Costly Errors

A MISTAKE in hiring a salesman costs the average company more than $6,000, a recent American Management Association survey of company practices in selecting salesmen indicates.

Estimates of the over-all cost to the company when a man hired for a sales job proves unsatisfactory after a fair trial and has to be terminated were as high as $20,000 in some cases. Average figure named by the 136 firms that attempted to estimate the cost was $6,684; nearly a fourth of the respondents put the cost to them at $10,000 or more.

The study also shows that aptitude tests, personality profiles, and the other new devices of the industrial psychologist have not yet replaced the old-fashioned interview as the basic method of selecting salesmen. Asked to state the selection device on which they placed the most reliance, more than four-fifths of the responding companies cited personal interviews, usually by more than one person.

CANTEEN ADVICE BUREAU

By L. BANHAM, A.M.H.C.I., A.R.San.I.

This Scheme Could Improve Canteen Service

THE recent wages proposals contained in the Industrial and Staff Canteen Wages Board circular, I.S.C. (24), have a new feature for a new grade: that of apprentice cooks.

The apprenticeship scheme is meant not only to attract young entrants to the catering industry and give them a sound basic training, but also to give status to the worker and ultimately to raise the standard of cookery throughout the trade. That there has long been a need for the present scheme which combines practical work with technical training is well known and its obvious usefulness in the field of industrial catering goes without saying.

Here lies not only an answer to staff shortages but to the employment of better trained staff and an enterprising management would do well to consider what action might be taken to suit the needs of local circumstances. At the same time the minimum wages as listed in the circular I.S.C. (24) for the various grades of cooks leave much to be desired if the industrial catering field is to compete for well-trained staff and can scarcely be regarded as an inducement to enter the industry. If factory and staff canteens are to compete with the potential training facilities of hotels and restaurants, then indeed they will have to make conditions acceptable to those whom they seek to lure into their ranks.

Better Standards

The greatest value of the scheme really lies in the raising of the standard of the workers' ability and, in consequence, the raising of the standard of the service in the canteen.

To operate the scheme successfully means that the head cook or whoever is in charge will have an added responsibility. A little extra pay is one of the most practical ways of recompensing a head cook who has the extra task of training apprentices.

An apprentice cook is a male worker under the age of 21 years who is employed during the whole of his time under a written contract of apprenticeship. The worker must of his own free will and with the consent of parent or guardian bind himself to serve his employer for a term of not less than five years. If, however, the worker has received suitable instruction in cookery in a technical class he may have the period of five years reduced to three years.

Generally, this means that, after attaining the age of 15 years, the worker takes the two City and Guilds of London Institute Courses (Nos. 150 and 151), concurrently with his employment. Most technical schools and colleges cover the Course No. 150, "Basic Training Course", in two years during which attendance is required on two evenings or half-days per week; and this is followed by Course No. 151, "Cookery for Hotels and Catering Establishments", in the third year.

Some employers pay the enrolment and examination fees of their employees for tuition in technical subjects relevant to the interests of the firm and where this is the custom then it would be good policy to extend the concession to the canteen staff.

Employers' Obligations

Listed under the definition of an apprentice cook is the paragraph containing the obligations of the employer who is required to employ the worker as his apprentice during the said term and to the best of his power, skill and knowledge, instruct the worker or cause him to be instructed by a chef de cuisine, chef de partie, or a head cook in the underlying principles of cookery, including the preparation, cooking and service of fish, meat, poultry, game, vegetables, eggs, pastry, cakes and sauces. This will mean that the broad plan of working so many months under the meat cook and so long under the vegetable cook, and so on, will have to be adapted to the needs and conditions of the canteen concerned.

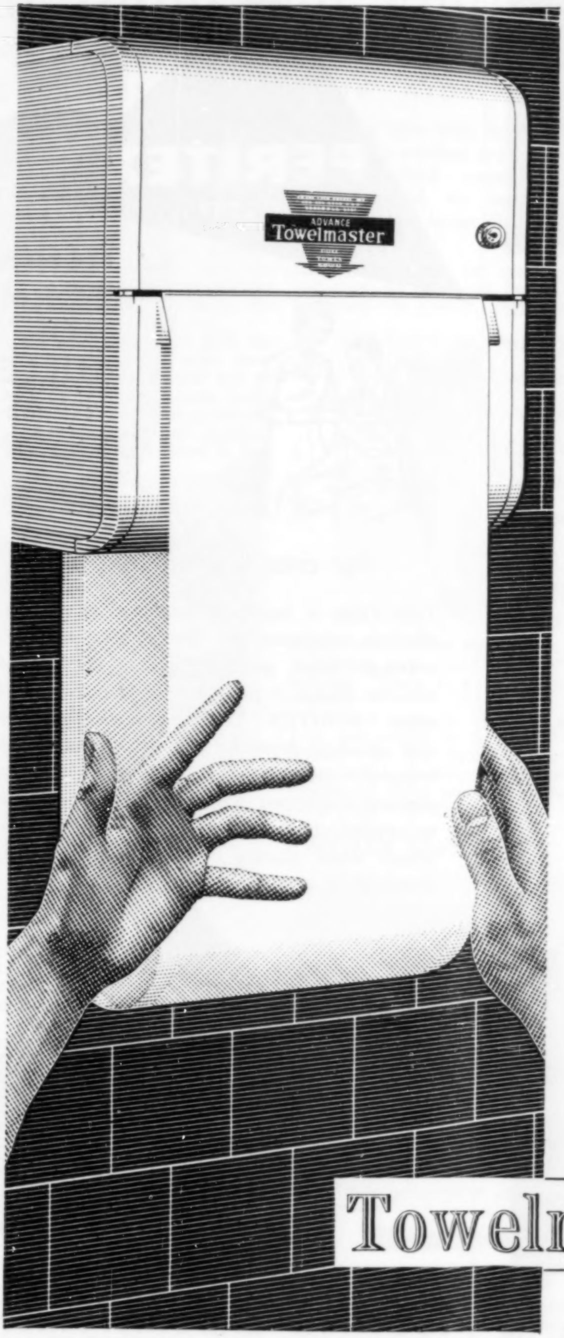
The wage proposals indicate that for apprentice cooks the wages will be from 52s. 6d. in the first year to 102s. 6d. in the fifth year for workers in the London area. The Youth Employment Officer in your district should be contacted if it is decided to employ apprentice cooks. This official can supply all the detailed information on engaging suitable apprentices and on the signing of indentures.

Automatic Cuppas

ON April 25, *Messrs. Peerless & Ericsson* demonstrated a new automatic tea-making and dispensing machine at the Tea Bureau, 22, Lower Regent Street, London, W.1. Developed specially for industry and cafeterias, the machine can brew 225 cups from one filling and 600 cups per hour. It is the first machine of its kind to be introduced to the catering trade.

Still Going Strong

STOTT'S of Oldham recently had sent to them for slight repair a steam-heated water boiler made by them in 1913. The boiler had worked continually for 8 hours a day, 6 days a week ever since. The owner was most emphatic about keeping the old one when asked if he would prefer a more up-to-date model.



A clean soft dry towel for every pair of hands

How does the Towelmaster work?
A pull. Here's a length of laundry-fresh towel, enough and to spare for a really good dry. And as you pull, the used portion automatically winds into a separate compartment of the gleaming white Towelmaster cabinet. Nothing more efficient. Nothing more hygienic.

How much does the Towelmaster cost?
5/- per roll of towelling. Minimum usage only one roll per cabinet per week. Installation is free. Maintenance is free (two or more cabinets). No replacement charges. In fact there are no other charges whatsoever.

How much is the Towelmaster worth?
Those few shillings give 180 pairs of hands an honest-to-goodness dry. Benefit staff and visitors alike. Give you 45 yards of *goodwill*. And what an infinitesimal price to pay for a clean bill of health!

What are your particular needs? We'll be glad to discuss them — without obligation.

ADVANCE

Towelmaster

Advance Linen Services Ltd., (Dept. T20),
Stratton House, Piccadilly, London, W.1.
Telephone: Mayfair 8886.

This man is laying SAFETY

THIS man is laying Safety Walk self-adhesive non-slip surfacing. It is a one man job. He does it quickly, easily, without disturbance to work routines or interruption of production.

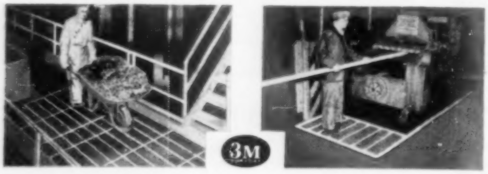
His work means safety against the slightest risk of slipping and falling; protection for his mates against personal injury—assurance for his management against liability.

"Safety-Walk" is the complete answer to wet, oily and all slippery floor conditions. Its tough lightweight cleats can be used indoors or out; stick and stay put on any clean surface. Its hard grain mineral coating is wear-wet- and oil-resistant.

Available in four standard cleat sizes.

ON DISPLAY AT
STAND 28
R.O.S.P.A. EXHIBITION
SCARBOROUGH—MAY 20-22

'SAFETY-WALK'
TRADE MARK
Type 'B' Self Adhesive
'WETORDRY' NON-SLIP SURFACING
REG. TRADE MARK



Manufactured by:
MINNESOTA MINING & MANUFACTURING CO. LTD.
ADDERLEY PARK · BIRMINGHAM 8

PERITEX
IN INDUSTRY

THE HANDY FORM OF TULLE GRAS DRESSING

For cuts, wounds and burns

Tulle Gras is medically accepted as a speedy and effective treatment for burns and wounds. Free drainage helps quicker healing and its painless removal makes it popular with Doctor and Patient alike. "PERITEX" Tulle Gras offers many advantages over standard dressings. No scissors or tweezers are required. Already cut into convenient sizes, each dressing is wrapped in transparent covers so that it can be applied untouched by hand. Simply slide off the covers when placing on the wound. Tins of 150 dressings in two sizes.

PERITEX DRESSINGS
ANTISEPTIC · NON-ADHERING

Full information from Sole Distributors to Industry:
SOUTHON LABORATORIES LTD
84-88 UPPER RICHMOND ROAD, LONDON, S.W.15

New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

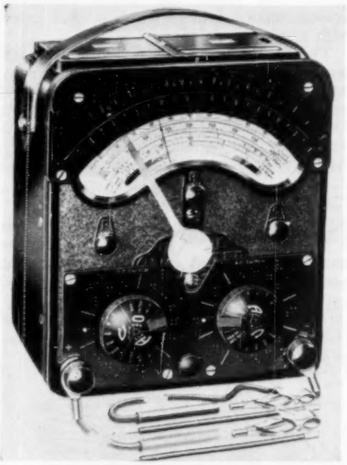
Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.

Welfare

BRAILLE AVOMETER

WITH the aid of this specially adapted *Model* "7" *Avometer*, a blind man, given suitable training, can carry out many electrical tests. A stop position is provided on each switch, and the operator selects his range by remembering the range positions and counting the clicks from the stops.

An external pointer, coaxial with the movement, moves over the scale plate marked with a uniformly divided and an ohms scale, the significant figures being marked in braille. When this pointer is at its extreme anti-clockwise position below zero, the electrical pointer is free and responds as a normal electrical instrument.



Once the instrument has been connected to the circuit and should, therefore, be indicating, the mechanical pointer is moved clockwise, automatically clamping the electrical pointer in the position it happens to occupy. The movement of the mechanical pointer is continued in a clockwise direction until an internal feeler engages with the pointer.

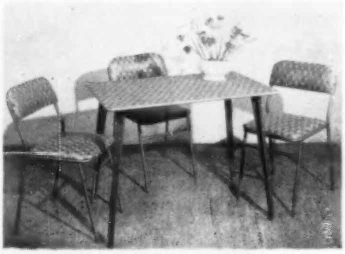
The point of contact is quite detectable and the reading is then easily determined upon the braille scale. The clamping action of the pointer is quite firm, but the movement is not damaged if the operator carelessly forces the pointer from its clamped position. **(PM/925.)**

HEARING AID

ONE of the first "all transistor" hearing aids is this new *Ossicaide Model T.50*, which uses no valves at all. The use of transistors has made possible a reduction in size and an economy in batteries. In quality, too, an additional improvement, claim the makers, is a two-positional tone control giving selective hearing. There is a full-range volume control.

The aid measures 3⅝ in. by 1½ in. by ¾ in. and weighs 2½ oz. Its low tension battery—the only battery required—lasts two months, so that, it is claimed, it will operate at about one-twelfth the cost of a valve aid. **(PM/926.)**

CANTEEN SEATING



These new matching chairs and table will brighten the canteen. The chairs are upholstered in **Rydura** and the table top is a **Rymalite** panel. **(PM/927.)**

Handling

FOR AWKWARD LOADS

A SOLUTION to the problem of lifting loads of unusual shape or of unbalanced weight is provided by the *Ajust-A-Leg* equalising sling. The unit hangs on a crane hook and has a V-groove with an embedded spring-mounted roller, over which the wire-rope sling rides.

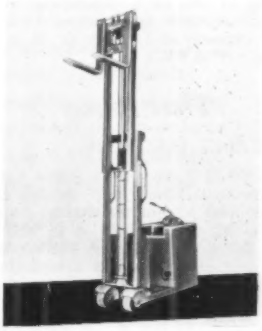
In action, the sling is brought over the approximate centre of gravity. The legs are hooked to the load and adjust themselves to the proper length as the lifting starts. As the load pressure increases the weight frictionally locks the legs and the load is carried level. If the operator misses the centre of gravity, he lowers the load to release the brake action ; he then moves the crane to the corrected position and the sling legs readjust themselves.

Slings can be provided to lift up to 20 tons. **(PM/928.)**

FOR NARROW SPACES

THIS new battery-powered, fork lift truck is only 24 in. wide, enabling it to be used with small pallets in extremely confined areas, or in a "block store."

It is powered by a 24-volt constant speed motor which drives through a three-speed and reverse gear box fitted with a heavy duty clutch. Clutch engagement is effected by a "deadman" tiller handle mounted on top of the cylindrical power unit, which can be rotated through 360° so that the truck can be operated as a ride-on unit or be pedestrian controlled.



The telescopic mast gives a maximum lift of 10 ft. with 1,000 lb. at 18 in. load centre, and 7 ft. 6 in. with 2,000 lb. at 18 in. load centre. A separate 24-volt motor is used to power the hydraulic unit which controls lifting and tilting. Forks are adjustable between 12 in. and 23 in. overall width and their length can be to customers' own special requirements.

The mast may be tilted 2° forwards and 10° backwards.

Overall length of the truck from heel of the forks to the rear of the machine is 60 in. Total unladen weight is 2,400 lb. **(PM/929.)**

CHEAPER HANDLING

A NEW technique in unit-load handling is introduced by the *Conveyancer* E3-20 fork truck. It is fitted with a *Skid Stac*, a development which makes unit-load handling possible without conventional costly pallets.

The unit load is built up in the normal fashion on a sheet of fibreboard which is cheap and expendable. The rack is moved forwards and backwards by hydraulic control, and is equipped with a hydraulic gripper device which grips the edge of the board, pulling it bodily on to a polished steel plate which replaces the usual forks.

All the functions of the orthodox pallet are said to be achieved by the fibreboard sheet. Such sheets cost a shilling or two each, depending on size. The *Conveyancer* is battery-electric and has a capacity of 3,000 lb. at 20 in. load centre. **(PM/930.)**

Packing

BANDING MACHINE

RECENTLY developed, a new banding machine straps and secures boxes, cartons and irregularly shaped packages without adjustment with $\frac{3}{16}$ in. and $\frac{1}{4}$ in. steel band. Tension is predetermined and applied uniformly irrespective of size or shape of pack. Tensioning and sealing are automatic, and the machine is operated by means of two foot pedals.

Seals in coils of 5,000 and coils of strip of 1,000 ft. are housed inside the machine framework making it completely self-contained. The machine will cater for packages weighing up to 100 lb., and one unskilled operator can apply up to 3,500 bands in one nine-hour working day. Servicing is carried out by the firm's engineers, and a 24-hour service is maintained. **(PM/931.)**

TAPE SHOOTER

THIS electric tape shooter leaves the operator with both hands free to pack. Whilst it can be operated by hand, every machine is fitted with a foot control for two predetermined lengths. These two lengths of sealing tape can be pre-set for any length between 6 and 50 in. Intermediate lengths can be measured if required. Such a design makes the machine particularly suitable for repetitive work.

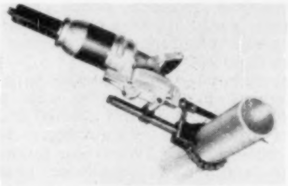
The freely-pivoted pressure plate automatically controls the gumstrip moistening. The tape should, therefore, stick instantly without excessive rubbing. The gum is moistened twice. Two brushes do this job, first with a heavy stroke and then with a light stroke.

The tape shooter takes gumstrip either inside or outside up to 4 in. in width. The completely enclosed motor operates on 200-250 volts. **(PM/932.)**

Efficiency Aids

POWERED HAND SAW

OF particular value where space is limited is this power-driven hand saw. Applications include cutting steel plates and pipes, for which clamping devices are available, and it will cope with angles up to 45°.



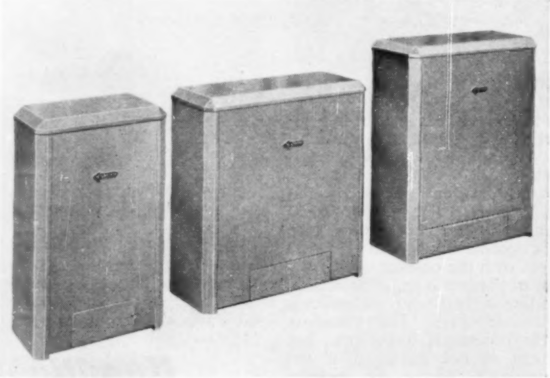
The makers supply sawblades with 16 teeth to the inch ; but other saws may be used, and it is even possible to use up broken hacksaws. The saw runs at 480 strokes of $2\frac{1}{2}$ in. per minute and is electrically or pneumatically driven. Its weight is approximately 17 lb. **(PM/933.)**

MACHINE MOUNTING

NOW available in this country is the *Barrymount* levelling machine mount. It is said to dispense with the need for anchor bolts and shimming, and yet reduce noise and vibration.

The mount has its own built-in levelling

HEAT STORERS



These **Nightstor** heaters enable the consumer to use electricity at the cheaper rate during the night and to store up sufficient heat for use during normal working hours the following day. Thermostatic control ensures even temperatures and economical operation. The sizes illustrated are the 1.5 kW **Nightstor**, a 1 kW 'Minor' and a 2.25 kW 'Major'. **(PM/934.)**

adjustment. Once the machine has been positioned on the mounts and the bolts bottomed, each bolt is turned down just far enough to level the machine, and the lock nuts tightened. Even with the largest size of mount the machine need be raised only 2½ in. above floor level, and with smaller sizes only 1½ in. This is an important feature with foot-operated machines. **(PM/935.)**

Ventilation

SMOKE ELIMINATOR

ALTHOUGH, in many plants, an increase in draught would readily eliminate much excessive smoke, the result would be an uneconomic loss of heat. These problems of "smog", the result of incomplete combustion, and heat loss caused by excess air are satisfactorily solved by the *Smokelim* firedoor.

The *Smokelim* incorporates the smoke eliminator designed and developed at the Fuel Research Station of the Department of Scientific and Industrial Research and is suitable for most types of steam boilers. The doors are built in the form of a hollow box carrying two 4¼ in. nozzles directing a continuous flow of air over the fuel bed.

Below the nozzles there is a flap valve which opens automatically when the door is shut after firing. This valve is intended to supply sufficient supplementary air to ensure the combustion of volatile matter created during the peak period after firing. When the rate of gas evolution has died down, perhaps six minutes later, the valve must be shut by hand. In addition, an anti-glare baffle is mounted in front of the two nozzles which should be set to the smallest opening ensuring smoke elimination. **(PM/936.)**

Hygiene

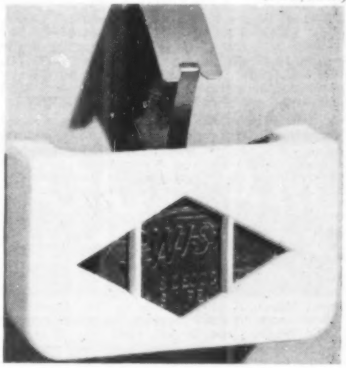
DETERGENT GERM-KILLER

A NEW, low-cost, liquid detergent steriliser, *Zylex*, is now available. It is claimed that it has a high efficiency against germs normally found in canteen dishwater, and yet does not irritate the skin. Under stringent test, the makers find that virtual sterility is obtainable within two minutes, and absolute sterility of the two most resistant organisms used in the experiment within five minutes. Under normal conditions the sterilising agent is effective without the need of soaking dishes. **(PM/937.)**

TOILET DEODORANT

THIS New Hygene product, *Swish*, is fitted under the rim of the w.c. pan. The block combines three chemicals: a solvent to remove stains and incrustation; a disinfectant to destroy disease germs, and a fragrant deodorant which produces a vapour heavier than air to form a barrier between the pan and the outside air. The fitting is made of stainless steel and plastic to prevent rusting.

(PM/938.)



The skilled man you need . . .

DAILY HERALD

. . . **almost** certainly he is one of the nearly 4,000,000* skilled workers who read the DAILY HERALD every day—and read it carefully! Employers all over the country are finding the skilled replacements they want by advertising in the classified columns of the DAILY HERALD. Why don't you do the same?

Every classified advertisement appears in ALL copies, covering TOTAL circulation.

. . . reads the

DAILY HERALD

** Out of a total DAILY HERALD readership of 6,786,000 —I.P.A. Survey.*

Rate 20/- per line. Communications should be addressed to: Classified Advertisement Manager, DAILY HERALD, Acre House, Long Acre, London, W.C.2. Tel.: Temple Bar 1200 (Ext. 454 and 466).

Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 326. The Aerated Waters Wages Council (England and Wales) Wages Regulation Order, 1955. Dated February 28, 1955, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act 1945 (a). *H.M.S.O.* 4d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Orders A.47 and A.49 which are revoked.) Operative from March 18, 1955.

No. 326. The Aerated Waters Wages Council (Scotland) Wages Regulation (Amendment) Order, 1955. Dated February 28, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 2d. (Amends Order A.S. 40 by increasing the statutory minimum remuneration.) Operative from March 18, 1955.

No. 365. The Milk Distributive Wages Council (England and Wales) Wages Regulation (Holidays) Order, 1955. Dated March 7, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. (Sets out the holidays which an employer is required to allow to workers and the remuneration payable for those holidays in substitution for those fixed by Orders M.D. 62 and M.D. 78. M.D. 62 is revoked.) Operative from March 23, 1955.

No. 382. The Paper Box Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1955. Dated March 10, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 6d. (Sets out the holidays which an employer is required to allow to workers and the remuneration payable for those holidays in substitution for those fixed by Orders B. 42 and B. 52. B. 42 is revoked.) Operative from March 28, 1955.

No. 386. The Wages Regulation (Unlicensed Place of Refreshment) (Amendment) Order, 1955. Dated March 11, 1955, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943 (a). *H.M.S.O.* 6d. (Amends Orders U.P.R. 14 and U.P.R. 16 by varying the statutory minimum remuneration fixed by those Orders. It also repeats without alteration the amendments to Order U.P.R. 14 contained in paragraphs 2 to 8 of the Schedule to Order U.P.R. 16, which is revoked.) Operative from April 4, 1955.

No. 418. The Hat, Cap and Millinery Wages Council (Scotland) Wages Regulation Order, 1955. Dated March 16, 1955, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 6d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Order H.M.S. 41, which is revoked.) Operative from April 1, 1955.

No. 454. The Rubber Reclamation Wages Council (Great Britain) (Abolition) Order, 1955. Dated March 21, 1955, made by the Minister of Labour and National Service under Section 10 of Wages Councils Act, 1945 (a). *H.M.S.O.* 2d. (Abolishes the Rubber Reclamation Wages Council, Great Britain.) Operative from April 4, 1955.

No. 471. The Rope, Twine and Net Wages Council (Great Britain) Wages Regulation Order, 1955. Dated March 25, 1955 made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act 1945 (a). *H.M.S.O.* 9d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Order R. 106 and Order R. 108, which are revoked.) Operative from April 15, 1955.

No. 494. The National Insurance (Industrial Injuries) (Colliery Workers Supplementary Scheme) Amendment Order, 1955. Dated March 30, 1955, made by the Minister of Pensions and National Insurance under paragraph (a) of subsection (8) of section 83 of the National Insurance (Industrial Injuries) Act, 1946 (c). *H.M.S.O.* 2d. (Varies and amends the provisions of the Supplementary Scheme relating to the rates of supplementary injury benefit, disablement pension and widow's pension under the Scheme.) Operative from April 13, 1955.

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 684. Wages of Workers employed by a Firm of Glassware Manufacturers at Perth. Claim: For a substantial increase in wages for adult workers with proportionate increases to juveniles. **Award**: Increases in the hourly rate granted to male and female workers over 21 years of age, and also to male and female juveniles. Wages of other workers who would receive no increase as a result of above awards increased by 1d. per hour. (21/2/55.)

No. 685. Salary Scales of Sanitary Inspectors employed by Local Authorities in England and Wales. Claim: Dispute arising out of a difference between the parties concerning the salary scales for certain sanitary inspector posts. **Award**: That the salary scales applicable to the post of Sanitary Inspector shall be as follows: (1) Sanitary Inspectors holding the statutory qualification only—£540 per annum rising by annual increments of £20 to £660 per annum. (2) Sanitary Inspectors with responsibility for the inspection of meat and other foods and holding, in addition to the statutory qualification, the Certificate of Meat and other Foods—£580 per annum arising by four annual increments of £25 and one of £20 to £700 per annum. (3) Sanitary Inspectors with special responsibilities, other than those set out in (2) above, for which they have the necessary qualifications to be graded by their employing authorities. (1/4/55.)

No. 686. Remuneration of certain Chief Officers and Deputy Chief Officers of the Corporation of the City and County Borough of Sheffield. Claim: Dispute concerning the appropriate salaries to be applied to certain specified posts. **Award**: That the posts of Lighting Engineer and Director of the City Art Galleries shall be placed in Grade B and the posts of Deputy General Manager and Engineer of the Water Department, Deputy City Architect, Deputy General Manager of the Transport Department, Deputy City Engineer and Surveyor and Deputy Director of Education in Grade G of the grades provided under the Memorandum of Recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities dated May 27, 1952, as amended by the letter issued by the Committee on November 30, 1954. Under the same Memorandum that the salary scale applicable to the post of Deputy Town Clerk shall be £2,000 per annum rising by annual increments of £50 to £2,150 per annum. The Tribunal found that the claims for regrading of the posts of Superintendent of the Baths and Cleansing Department, Housing Manager and City Librarian and Civic Information Officer have not been established. (1/1/55.)

No. 687. Remuneration of the Estates Surveyor of the Corporation of the City and County Borough of Sheffield. Claim: Dispute concerning the appropriate salary to be applied to the post of Estate Surveyor. **Award**: That the salary scale of the post shall be £1,900 rising by annual increments of £50 to £2,150 per annum. (1/1/55.)

No. 688. Salary Scales of Head Office Clerical Staff employed by Two Friendly Societies in Manchester. Claim: For improved salary scales. **Award**: Male workers' scales revised to run from basic £2 7s. 6d. a week at 16 to £9 a week at 35 and female workers from £2 7s. 6d. a week at 16 to £6 8s. a week at 29. Proportionate increases awarded to higher grades for both sexes. (2/3/55.)

No. 689. Remuneration of Two Deputy Head Porters employed at a Hospital in Birmingham. Claim: That these porters should be paid at a rate 10s. per week less than the special rate paid to the head porter with effect from September 1, 1953. **Award**: Claim established but to take effect from May 26, 1954. (3/3/55.)

No. 690. Rate of Wages of Workers employed in the Syringe Service in Hospitals within the National Health Service. Claim: That the workers concerned should be paid the rate provided for in Group 7 of the agreement of the Ancillary Staffs Council. **Award**: Claim not established. (4/3/55.)

No. 691. Remuneration of certain Workers employed by a Firm of Tobacco and Snuff Manufacturers at Edinburgh. Claim: That the increase in wages provided under a specified award should be paid by the employer from the due date. **Award**: Claim not established. (4/3/55.)

No. 692. Rates of Wages of certain Workers employed by a Firm of Nail Manufacturers at Glasgow. Claim: For an increase in wages. **Award**: That the present rate of wages for time-workers shall be increased by 5s. 10d. per week for men 21 years of age and over, and by 7s. 4d. a week for women 18 years of age and over, with proportionate increases for juvenile workers. (7/3/55.)

No. 693. Remuneration of Dressers employed in the Engineering Industry. Claim: That the increase of 8s. 6d. per week provided under a specified agreement in the engineering industry should be applied to all skilled dressers. **Award**: Claim not established. (8/3/55.)

No. 694. Grading of an Officer employed by the Manchester Regional Hospital Board. Claim: Dispute arising in regard to the grading of a particular post, that the chief accountant in the Treasurer's Department should be graded in the assistant secretary grade. **Award**: Claim not established. (10/3/55.)

No. 695. Remuneration of Clerical Workers employed in the Engineering Industry. Claim: For the introduction of an incremental salary scale for clerical workers in the engineering industry. **Award**: Claim not established. (14/3/55.)

No. 696. Observance by the Corporation of the Borough of Keighley of Recognised Terms and Conditions of Employment in respect of the Waterworks Engineer. Claim: That the Corporation should observe the terms and conditions agreed by the Joint Committee for Water Engineers' Salaries. **Award**: Claim established. (18/3/55.)

No. 697. Subsistence Allowance for certain Workers employed in the Ambulance Service of the London County Council. Claim: That ambulance staff when employed at hospitals should be paid subsistence allowance in accordance with the provisions of a specified agreement. **Award**: Claim not established, but workers concerned to be paid an allowance at the rate of 1s. 6d. per day in respect of each day in the normal working week so long as they are engaged on decentralised duty at the hospital. Effective from August 16, 1954. (18/3/55.)

No. 698. Rates of Wages of Workers employed in the Sugar Refining Industry at Greenock. Claim: For increased wages of (1) 2½d. per hour for male workers, 18 years or over, (2) 2d. per hour for female workers, 18 years or over, and (3) 1½d. per hour for juveniles. **Award**: Wages of workers concerned increased by 7s. 6d. per week for men 18 years of age and over, by 6s. 6d. a week for women 18 years of age and over and by 5s. per week for boys and girls under 18 years of age. (25/3/55.)

INDUSTRIAL COURT AWARDS

No. 2560. Nursing and Midwifery Staff, Claim for Increase in Salary Scales. Reference: To determine a difference between the Management and Staff Sides of the Nurses and Midwives Whitley Council concerning the salaries and allowances of nursing and midwifery staff, including students and pupils within the purview of the Council and as to the charges to be made to them for services provided their employing authorities. **Award**: Claim established.

No. 2561. Government Industrial Establishments. Reference: By a letter of 26/1/55, the Official Side of the Shipbuilding Trades Joint Council submitted to the Court under paragraph 7 of the Industrial Court (Procedure) Rules, 1920, a point involving, it was contended, a question of interpretation arising out of **Award** No. 2531, which Award had relation to a claim by the Trade Union

"Here's a service that saves me time and trouble on overalls"

"Yes, believe me, the Monogram Overall Service saves both money and worry. Takes a lot off my shoulders. No overalls to buy, Monogram supply them. Individual overalls, too. Monograms on the pockets if required and wearer's tag inside the collar. Laundering and replacements all looked after. Monogram call every week to deliver and collect. No fuss anywhere, in fact. Favourable comments from Board, visitors and wearers alike. You know what clean, good-looking overalls do for prestige and morale. Good people, Monogram: supply overalls to any style, design or colour—fully-shrunk and fast-dyed. All this for a very reasonable weekly service charge; in my case only 2/2 per employee for coat-overalls. Be a good idea for you to look into the Monogram service. . . ."

MONOGRAM
OVERALL SERVICES

Write for further details to: Monogram Overall Services, Dept., 13 Nant Road, Childs Hill, London, N.W.2. Phone: Speedwell 6661

EVERTRUSTY

—FOR SAFETY

A new and revised edition of our famous "Blue Book of Safety Equipment"—loose leaf for your added convenience—illustrating and describing our complete range of Industrial Protection—will be sent on request.

Write for *your* copy to-day.

WALLACH BROS., LTD.,
49, Tabernacle Street,
LONDON, E.C.2
Telephone :—CLErkenwell 1448/9

Specialists in Industrial Safety for 70 years, and members of the Royal Society for the Prevention of Accidents.

WALLACH
BROS LTD
EVERTRUSTY
INDUSTRIAL
SAFETY
EQUIPMENT

Side of the Council "that regular Sunday attendance by telephone operators shall be included within the 44-hour week." **Award**: The point raised involves no question of interpretation. (2/3/55.)

No. 2562. Cable and Wireless Operators. Reference: Claim for salary increase on the part of executive and clerical staff of *Cable and Wireless Ltd.* **Award**: Claim established, and basic scales for various grades increased. (19/3/55.)

GENERAL

Economic Survey 1955. Government review of United Kingdom's financial and economic position. Reviews overseas trade and payments for 1954, developments at home for 1954 and gives a general assessment of that year. Part II surveys the present outlook—balance of payments, export markets, output prospects in the U.K. and prospects for long-run expansion. There is an appendix giving a survey of specific industries: fuel and power, steel, metal-using industries, building, textiles and clothing and agriculture. (*H.M.S.O.* 1s. 6d.)

Arrangements and Conditions for the Award of National Certificates and Diplomas in Mechanical Engineering to Students in Establishments for Further Education in England and Wales. Issued by the Ministry of Education. (*H.M.S.O.* 4d.)

Aliens' Employment Bill. Revokes previous legislation on the matter inasmuch as it enables an alien to be employed in a civil capacity under the Crown (a) where he is appointed and employed abroad in appropriate service; or (b) where his employment is warranted by a certificate in force under the Bill. (*H.M.S.O.* 4d.)

Non-Industrial Employment Bill. The purpose is to extend statutory minimum standards as to conditions of employment, such as now apply to miners, factory workers and quarrymen by virtue of the Mines and Quarries Act, 1955, and the Factories Act, 1937, to categories of employment outside the scope of those Acts. It is estimated that there are at least 12 million employees in these categories. (*H.M.S.O.* 9d.)

International Labour Conference (Cmd. 9422). White Paper on proposed action by the Government on two recommendations adopted by the International Labour Conference in 1953 and on certain conventions previously adopted by the Conference. The Government proposes to give partial effect to one recommendation which prohibits the underground employment in coal mines of young persons under 16 years of age. The law in the U.K. does not at present contain such a prohibition. (*H.M.S.O.* 4d.)

The Carriage of Dangerous Goods and Explosives in Ships. Lists amendments to the report of the departmental committee appointed by the Minister of Transport to consider the existing rules.

May Diary For Management

ASHRIDGE COLLEGE

6-9 Residential Course in Work Study.

9-20 Residential Course for Junior and Middle Grades of Industrial Management.

BRISTOL COLLEGE OF COMMERCE

2-6 General Residential Course for Supervisors.

9-13 Residential Course for Foremen and Supervisors. "Human Relations and Communication."

16-20 Residential Course for Foremen and Supervisors. "Self Administration and Industrial Relations."

BRITISH ASSOCIATION FOR COMMERCIAL AND INDUSTRIAL EDUCATION (BACIE)

13-15 **Ashorne Hill.** West Midland Regional Group Annual Conference. "Putting Ideas to Work."

26 **Derby.** East Midland Regional Group Meeting. "Interchange of Staff between Schools, Colleges and Industry."

BRITISH INSTITUTE OF MANAGEMENT

20-22 **Turnberry.** Scottish Conference. "New Techniques for Old."

BURTON MANOR

1-6 Residential Course. Introduction to Commercial and Office Management.

8-13 Residential Course for Junior Foremen and Chargehands under 35.

COLLEGE OF PRODUCTION TECHNOLOGY

Ashford (Kent)

2-6 & 16-20 Five-day Courses in Work Study.

9-13 & 16-20 Five-day Courses in Materials Handling.

INSTITUTE OF INDUSTRIAL ADMINISTRATION

20-22 **Missenden Abbey.** Residential Course in Industrial Relations. "What The Supervisor Should Know."

INSTITUTE OF INDUSTRIAL SUPERVISORS

13-15 **Ilminster.** Residential Course in The Practice of Supervisory Management.

20-22 **Ilminster.** Human Relations, Communication and Discipline.

INSTITUTE OF PERSONNEL MANAGEMENT

5-7 **London.** Course on Work Study.

13-15 **Ilkley.** Conference of the Northern Region.

14 **London.** Younger Members Conference.

15-20 **London.** Course on Wage Administration, Negotiation and Industrial Relations.

INSTITUTE OF WELFARE OFFICERS

21 **Birmingham** (Imperial Hotel). 10th Anniversary Conference. "Welfare as a Profession."

INDUSTRIAL WELFARE SOCIETY

Residential Conferences

13-16 **Buxton.** Conference for Social and Sports Clubs Secretaries.

Robert Hyde House, London

5, 12, 19, 26 Weekly Courses in Foremanship.

16-20 Course on Human Implications of Work Study.

26 Meeting of Editors of House Magazines.

24 Day Course on Apprenticeship Training.

3 **Leicester.** Office Supervisors Course.

11 **Liverpool.** The Next Ten Years in Human Relations. (Talk by I.W.S. director, Mr. John Marsh.)

12 **Manchester.** The Next Ten Years In Human Relations. (Talk by I.W.S. director, Mr. John Marsh.)

26 **Birmingham.** Meeting of Accountants and Company Secretaries.

LEICESTER COLLEGE OF TECHNOLOGY

16-21 Course for Executives.

LOUGHBOROUGH COLLEGE OF TECHNOLOGY

2-8 Residential Course in Work Study.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

16-20 **London.** Part II. Course In Selection Methods.

23-25 **London.** Three-day Course for Supervisors.

26-27 **London.** Conference on Staff Assessment Procedure Methods.

ROFFEY PARK

9-13 Residential Course on Work Simplification.

23-27 Residential Course on Human Relations in Industry and Commerce.

ROYAL SOCIETY FOR THE PREVENTION OF ACCIDENTS

20-22 **Scarborough.** National Industrial Safety Conference and Trade Exhibition.

SCIENTIFIC FILM ASSOCIATION

24-26 **Ashorne Hill.** "Film In The Improvement Of Human Relations In Industry." Conference organised by the Industrial Committee.

No Increase In Statutory Instruments

THE Financial Secretary to the Treasury was asked how many statutory instruments were in force at the end of 1954; and if he would give comparable figures for the end of 1953, 1952 and 1951.

Mr. Brooke replied that 8,066 statutory instruments made under permanent legislation and 298 under emergency legislation were in force at the end of 1954, a total of 8,364. This figure excludes instruments of local application and those relating to territories now outside the jurisdiction of the United Kingdom Parliament.

The number of new instruments made has fallen substantially each year since 1951, the totals for the years 1951 to 1954 being 1,166, 1,029, 829 and 706 respectively, while the number revoked has been roughly equal to the number made.

A "Cattle Market" On The Waterfront

(*Continued from page 576*)

Do they feel a more permanent social structure could be established and do they believe this would help to improve relationships? Would this satisfy the "floaters"? What do the management and the Dock Labour Board officials think of their respective positions? Do the trade union officials accept the analysis that the trade union is no longer satisfying the needs of its members and if they do what plans have they in mind to remedy the situation? Do they agree with the authors that relationship with the trade union will improve when relationships between management and men improve?

We do not know the answers to these questions, but there is a great opportunity here for managers (including trade union officials) concerned in the dock industry to rethink their position in the light of this and other surveys made in British docks.

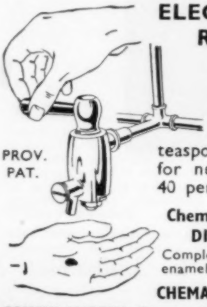
The same questions can be asked in much wider circles. Do other managers recognise the same need on the part of their employees to belong to a stable group, with satisfactory work relationship? Are their concerns organised in such a way that workers there can find satisfaction for these social needs? If workers are showing similar patterns of behaviour to the dock workers, may not the same attitudes and feelings be motivating them? This dock study brings into high relief some of the frustrations which may be worrying other industries, but which at the moment remain unrecognised.

Women at Work

Part-Time Employment of Women. (*I.W.S.*, 1*s.*).

THIS new booklet published by the Industrial Welfare Society reviews present schemes for employing women workers part-time. In an era of labour shortage and intense industrial activity it is clear that firms all over the country need these part-time workers. It is also

(*Continued on page 590*)



ELEGANT—
ROBUST—
EFFICIENT

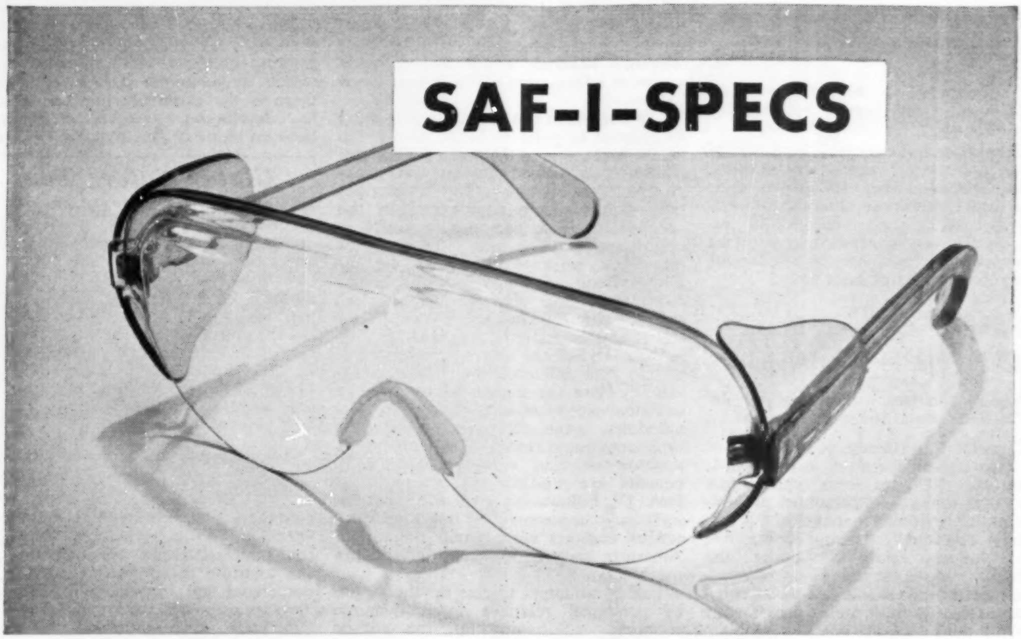
The CHEMAG Self - measuring tap delivers half teaspoonful and refills for next user. Saves 40 per cent. soap.

Chemag LIQUID SOAP DISPENSER Units

Complete with steel vitreous enamel reservoir and pipes

CHEMAG Hygiene Division
CONSUL WORKS, Chester St. BIRMINGHAM, 6
LGB

SAF-I-SPECS



with the shatterproof 'Celastoid' lens

TRADE MARK

SAF-I-SPECS offer maximum "spectacle-type" impact protection, with feather-light comfort and smart appearance. The one-piece lens fits neatly over personal glasses, and is easily replaceable.

* CELASTOID is made by British Celanese Limited. It is tough, resistant, and shatter-proof. Crystal clear for perfect visibility, it is washable and non-inflammable.

LIGHT SAF-I-SPECS are feather-light to wear.

EFFICIENT The Celastoid* wide lens meets the requirements of the British Standards Institution for optical qualities and impact resistance. Sideshields give additional protection.

DURABLE Durable all-plastic SAF-I-SPECS have low initial cost and low cost replacement lens.

COMFORTABLE The soft plastic nose-bridge rests lightly on the nose—the temple pieces fit snugly and naturally.

SAF-I-SPECS are available in 4 styles. 242003 All clear, 241003 All clear, without sideshields, 242123 Anti-glare green. 241123 Anti-glare green, without sideshields.

Working for you to make safety work

PARMELEE (G.B.) LIMITED

SLOUGH, BUCKS.

Management Bookshelf

(*Continued from page 588*)

clear that such work is being sought by many women whose domestic responsibilities prevent their putting in a full day at the factory.

This publication examines the extent of part-time work for women in industry, offices, hospitals, etc. It assesses their value and examines absenteeism and turnover among such workers. It also contains ten very interesting case studies of how different firms employ this labour to the convenience of both sides.

American Text Book On People At Work

Personnel Relations. *Professor A. M. Whitehill, Jr.* (*McGraw-Hill,* 45*s.*)

TO swell the already vast corpus of management literature in the U.S.A. comes this 500-page tome which deals with such topics as "personnel administration", "personnel management", "industrial relations", "labour relations", and "human relations" under the umbrella title "personnel relations". Like most of its kind, it is a well-written tome (except where it lapses occasionally into the field's special brand of gobbledegook) crammed with facts, theories and references, but once again one is left wondering how many personnel officers will find the time to read it. Books of this kind nowadays find their spiritual home in business colleges and reference libraries where they provide a mine of information to the conscientious student.

The book is in five parts, the first being an attempt to paint in broad strokes the nature and scope of the area of personnel relations as viewed against the background of society today. Part II describes the various methods practised in the U.S.A. that have been found useful in implementing "the core function" of personnel work—matching men and jobs. Dealt with here are job study, recruitment and selection, testing and rating, changes in employment and status and education and training.

Part III deals with environmental factors that influence the "work situation". Here the human as well as the technical aspects of such matters as work schedules, wage plans and administration, communications, safety and health programmes and various "non-wage" benefits are studied and assessed. In Part IV follows an evaluation of the increasing importance of labour organisations together with a final chapter on American negotiation and arbitration machinery.

Part V attempts to size up the future of personnel relations in a dynamic economy. Summing up, the author welcomes the "keener awareness of significant personnel problem areas by business men" which calls for (what he describes as) "an organisation environment conducive to alert and flexible thinking". A second development is the growing emphasis upon continuing research in personnel relations. Finally, there is the extremely hopeful progress in developing greater co-operation between industry and educational bodies

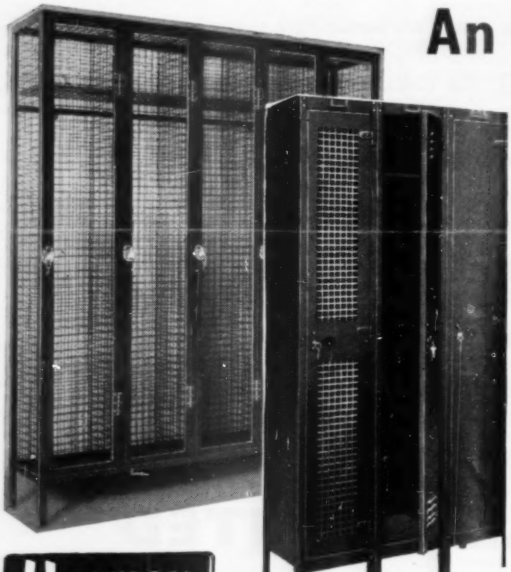
---

Global Safety Tour

PANORAMA EQUIPMENT LTD. will be exhibiting their new products during the RoSPA Industrial Safety Exhibition in a suite of rooms at the Grand Hotel, Scarborough. Managing director, Mr. L. Kustow, will be speaking here on a recent world trip he made with the object of "selling safety" and is confident that what he has to say will be of great interest to safety officers in this country. Mr. Kustow plans to make the same round-the-world trip again later this year.

Modern View On Welfare

"WELFARE as a Profession" is the theme of the 10th Anniversary Conference of the Institute of Welfare Officers. It will be held on May 21 at the Imperial Hotel, Birmingham. As the Institute is now ten years old, the conference will, in part, be a celebration. Two papers will be read. These are "Purposes and Approach to Welfare Work", by Miss Doris E. Newman, and "Problems of Education and Training for Welfare Officers", by Mr. F. E. Oldfield.



An Important Amenity

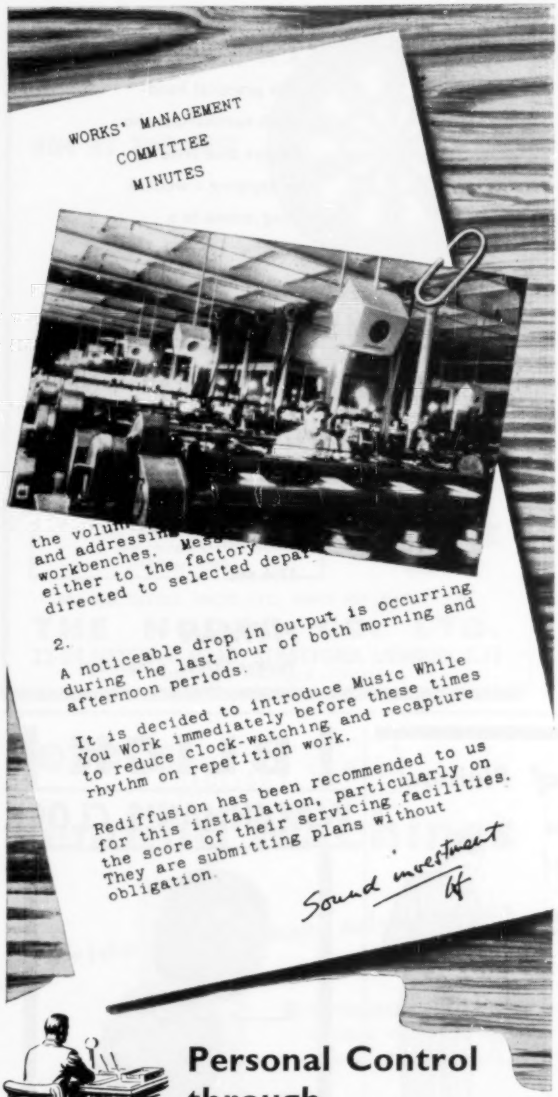
Friction between employees and confusion at going-home time may be avoided by providing separate receptacles for clothes and personal belongings. Such provision is also important in the interest of hygiene. "Harco" Clothes Lockers provide the answer. They are made in sheet metal or wirework, in nests of up to five in one unit, with short or full-length compartments as required.
Steel lockers are fitted with 6-lever locks which can differ up to 500; wirework lockers carry hasps and fasteners for padlocks. Height of both types is 72 ins.

"HARCO"
CLOTHES LOCKERS
IN WIREWORK OR SHEET METAL

Please ask for Lists PMT 855 and PMT 879

Harvey

G. A. HARVEY & CO. (LONDON) LTD.
Woolwich Road, London, S.E.7 GREenwich 3232 (22 lines)



WORKS' MANAGEMENT
COMMITTEE
MINUTES

the volum
and addressin Mes
workbenches.
either to the factory
directed to selected depa

2.

A noticeable drop in output is occurring during the last hour of both morning and afternoon periods.

It is decided to introduce Music While You Work immediately before these times to reduce clock-watching and recapture rhythm on repetition work.

Rediffusion has been recommended to us for this installation, particularly on the score of their servicing facilities. They are submitting plans without obligation.

Sound investment
H

Personal Control through
REDIFFUSION

STAFF ANNOUNCEMENTS · MUSIC WHILE YOU WORK
STAFF LOCATION · TIME SIGNALS

Nation-wide servicing from 100 local depots

STRATTON HOUSE, PICCADILLY, LONDON, W.1
Telephone: MAYfair 8886
One of the Broadcast Relay Service group of companies

He cuts your profits as well . . .

You can lose precious man hours if a cut turns septic. To prevent infection, clean the slightest scratch immediately and apply a Dalmas waterproof dressing. The Dalmas Doctor's Cabinet contains 180 of them in 8 sizes. They keep the wound clean, prevent contamination of food and are washable, flexible*, grease and acid-proof.

** Most dressings stretch one way, some stretch two. Dalmas waterproof dressings stretch ALL ways — try one on your knuckle and see.*

Also available are Doctor's Cabinets containing a useful assortment of Dalmas Elastic fabric dressings and strapping.

DALMAS
PLASTER
WATERPROOF
FIRST-AID DRESSINGS

Send for further information to
DALMAS LTD., JUNIOR STREET, LEICESTER
Established 1823

No More Sink Trouble

The most obstinate Stoppage Quickly Cleared.

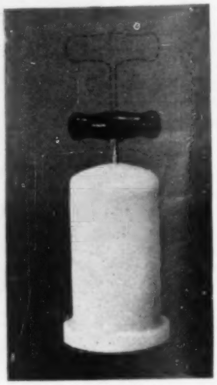
The new 'Liberator' Ball Pump swiftly ends the inconvenience caused by blocked sinks, hand basins and baths. With its very powerful piston action it will clear any stoppage and enables any member of the staff to cope with the situation should the maintenance man not be available.

The 'LIBERATOR' is small, compact, and simple to use. Unbreakable, it will quickly repay its cost.

Price 25/9
incl. postage

A few of the concerns supplied with our pumps . . .

Pearl Assurance Co., Ltd.; Lloyd's Corporation; Reckitts & Colman; Decca Gramophones; Genatosan Ltd.; Fairey Aviation Ltd.; Hawker Aircraft Ltd.; Joseph Terry & Sons, Ltd., etc., etc.



Patent No. 658710

How to use the 'Liberator'

Place over the sink or bath waste and push handle right down. Then, keeping pump firmly pressed down, work handle up and down until stoppage is cleared.

NOTE—Block up overflow.

T. SWEENY (BALL PUMPS) LTD.
10, Lower John Street, London, W.1. Tel.: GER 0037/8

Written by
R. R. Hopkins, M.I.P.M.,
this practical handbook summarizes the factors that arise in applying a welfare programme in a business concern. It should be studied by all works managers,

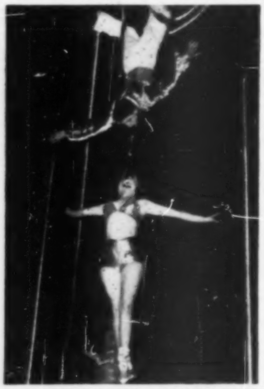
Handbook of Industrial Welfare

industrial executives and specialists.

17/6 net.

PITMAN
Parker Street, Kingsway,
London, W.C.2.

"BY THE SKIN OF HIS TEETH"



THE FOUR MONSANTOS
present a daring and thrilling display of Neck and Dental Spins on the High Trapeze

IT'S NOT TOO LATE
To arrange an attraction for your Sports Day or Gala

Write for details of our comprehensive service:
MURRAY-WARD PRODUCTIONS
38, Demesne Road, Whalley Range
MANCHESTER, 16. *Tel. Ardwick 1997*

Everything for your Sports Day, Gala, Concert, Dance or Children's Party, etc.

"STAR" ATTRACTIONS OUR SPECIALITY

"Wheelers of Plaistow"

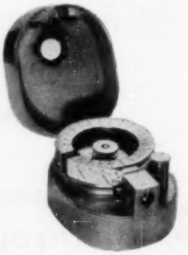
specialists in the manufacture of

OVERALLS
for
MEN
and
WOMEN
in every Trade

The "VOLE" Brand DIGNIFIES THE JOB

H. WHEELER & CO. LTD.
Overall Clothing Manufacturers
107 LONDON RD., PLAISTOW, E.13
Telephone: GRAngewood 4071

BLICK
WATCHMAN'S CLOCK



WATCHMEN ARE IMPORTANT PEOPLE
Properly instructed and supervised Watchmen greatly reduce the risk of fire and burglary. Without such instruction and supervision they can be worse than useless. Write now for free 12-page booklet describing fully the simplest and most effective system yet devised of ensuring that your Watchman guards your property ***as you want it*** guarded.

BLICK TIME RECORDERS LTD
99, Vine Yard, Aldersgate Street, E.C.1
MONarch 6256

AIM AT THE BEST

THE FAMOUS

NODOR 'BRISTLE' DARTBOARD

(Pat. No. 407336)

has achieved the highest reputation among serious dart enthusiasts. The target is of compressed fibres firmly secured to a stout plywood back-board and the high tensile steel wire pattern with numbers welded to a turnable steel ring ensures a long life of continuous use. Requires no soaking.

VISIT OUR STAND
No. S.12
(1st. Floor, Empire Hall)
AT THE **B.I.F.** OLYMPIA
2-13 May, 1955

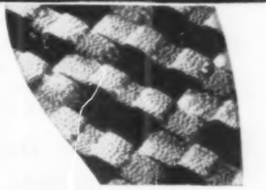
NODOR

FOR FULL DETAILS, PRICES, ETC., WRITE FOR LEAFLETS P.M.

THE NODOR CO. LTD.
22-24 HATFIELD ROAD, STRATFORD, LONDON, E.15
Telephone: MARyland 1313-1314

---

a sure FOOTING for INDUSTRY

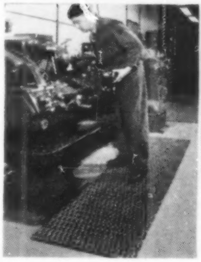


Nuway industrial matting promotes operator efficiency and hygiene, provides greater comfort and reduces fatigue. It is warm and dry to stand on, even when used on cold, damp floors.

Nuway prevents accidents and breakages.
It prevents slipping and reduces the risk of electric shock.

Nuway reduces breakages of, or damage to, components due to their being dropped, e.g. edge tools, delicate parts, instruments, etc.

SPECIMEN SECTIONS ON REQUEST.



Section of the Engineering Department, Boxfoldia Ltd., Carton Manufacturers, Birmingham.

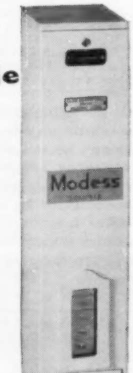
Telephone:
Ironbridge 2132

NUWAY MANUFACTURING CO. LTD.
COALPORT SHROPSHIRE

SM/NM. 2292

Peter's SANITARY TOWEL Vending Machines

provide these advantages



- A mechanism that can be adjusted to operate on any number of coins.
- A choice of brands—soluble and non-soluble.
- An assurance of unlimited supply.

Particulars from

PETER'S

AUTOMATIC MACHINES
LIMITED
1 Ladbroke Road
London, W.11
Telephone: PARK 7608

THE LIABILITY IS YOURS

Slippery floors are dangerous and unnecessary. All who hold positions of responsibility in buildings where floors are polished, whether wood, linoleum, stone, tile or rubber should insist that a *non-slip* polish is used.

Accidents can prove costly and all measures taken to prevent them are steps to better welfare.

FURMOTO
NON-SLIP FLOOR CREAM

is sold in ¼, ½ and 1 gallon tins and 5 gallon drums

CLEAR VISION PREVENTS ACCIDENTS

'SPECTAKLEER' LENS POLISH

"Spectakleer" Lens Polish gives crystal clearness and maintains the efficiency of spectacles, goggles and face-shields. It counteracts the effects of smoke, steam, fog and rain. Supplied in handy bottles.

Sole Manufacturers:
FURMOTO CHEMICAL CO. LTD.
1-3 BRIXTON ROAD, LONDON, S.W.9

DO YOU KNOW?

For almost 20 years a lady was unable to go out on a cold or bright sunny day till she used ILODERM. Since then she can go where and when she pleases, without discomfort.

ILODERM for Dermatitis, Impetigo Inflammation, Chilblains, Burns Eczema, Spots and Pimples

A gentleman writes that he has suffered from boils for many years, rarely being clear for more than four days, till he secured ILON Abscess Salve. Since when no boils have troubled him.

ILON Abscess Salves for Boils, Septic Sores, Carbuncles and Whitlows

There is no PENICILLIN or other ANTIBIOTIC in any ILON product

Write TODAY for details or supplies

ILON Laboratories

HAMILTON · LANARKSHIRE

THE engagement of persons answering advertisements must be made through a Local Office of the Ministry of Labour or a Scheduled Employment Agency if the applicant is a man aged 18-64 *inclusive or a woman aged* 18-59 *inclusive unless he or she, or the employment, is excepted from the provisions of the Notification of Vacancies Order*, 1952.

SITUATION VACANT

An Engineering Company in Birmingham has a vacancy on the Personnel staff for an Education Officer. Experience of that work including both Commercial and Works' Training schemes is necessary and some experience of Personnel Management an advantage. Apply with details of age, education, positions held and salary required to Box No. 108.

SPORTS EQUIPMENT etc., FOR HIRE

Sports Equipment, Fete Games, Sideshows, Marquees etc. for hire. Balloon Race Accessories, Carnival Hats, Novelties, etc. Send for free Catalogue from: The Kensington Carnival Company, 147a Kensington High Street, London, W.8. WEStern 2962.

CANTEEN WARE

CUTLERY AND SILVERWARE. Manufacturers. Price list available for your complete requirements and Replating Service. Henry Knowles & Co., Clevedon, nr. Bristol.

CANTEEN EQUIPMENT

FISH RANGE taken for debt. Keen price accepted to clear; also Jackson Boiler.—A. R. C., 130 Great Portland Street, London, W.1.

CANTEEN CONSULTANCY

CANTEEN CONSULTANCY
£10
Can save you £1,000 per year
Rule out haphazard Methods
Install the
"SIMPLE PRACTICAL
CATERING SYSTEM"
Write to
John Barlow & Company, M.H.C.I.,
Industrial Caterers and Consultants
7a, Wellington Crescent,
MANCHESTER 16.
Telephone: CHOrlton 5427.

REFRIGERATORS

"FRIGIDAIRE" Low-temperature Refrigerators, 49 in. wide by 28 in. deep by 34 in. high, ex-large National User, suitable for deep freezing, storing of ice-cream, frozen foods, etc. Price £29 each.—A.R.C., 130 Great Portland Street, London, W.1. Tel.: MUSeum 4480.

REFRIGERATORS for sale. New and Guaranteed. 20 per cent off list price, suitable for AC or DC. Full particulars—139 Essex Road, N.1. Canonbury 2871.

FIRST AID

GARLISOL sweet-smelling Garlic Ointment as carried in the first-aid cabinet of every PULLMAN CAR on British Railways. Send 2s. for sample tin. GARLISOL Natural Remedies, Fairlight, Sussex.

Use LYCETT CARRIERS and save money on the Brush and Duster Brigade

Easy to steer
Free moving
Comfortable height
for all statures

•

Corridors, doorways, lifts and spaces between desks, etc. present no difficulties at all.

Especially suitable for collecting soiled towels, overalls, canteen linen, etc., and for hospitals.

Anything to reduce labour-turnover among Cleaners is worth a second thought, and with no "running about with baskets" every Cleaner is freed for more effective work.

F. C. LYCETT LTD.

Bullock Street, West Bromwich : *West Bromwich 2341*

INDUSTRIAL CLEANLINESS

For hands and skin:
Cleanser or Barrier?

Industrial Dermatitis originates in skin irritation caused by chemical irritants and frictional effects. Barrier substances offer certain protection during work, but may be penetrated by the abrasive effect of working processes, and should be reinforced by effective cleansing. Adequate protection is only secured by using an approved cleanser after work. Saroul is scientifically compounded to be fully efficient, either alone or in conjunction with barriers. It is not a harsh antiseptic, but a grime-removing cleansing agent which assists the natural healing processes of the body, and extends its protective effect into the hours after work.

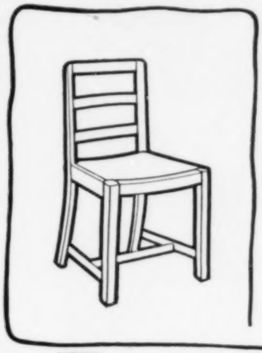
SAROUL HAND CLEANSER
GIVES 24-HOUR PROTECTION

Testing Samples and Literature free on request from Department NS.

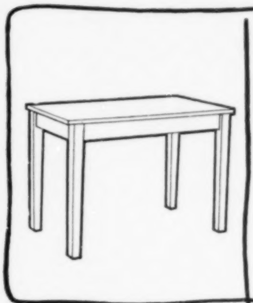
Sandeman Brothers Ltd.
BILSLAND DRIVE MARYHILL GLASGOW

Users of Sandeman Products include J. & P. COATS LTD · MINISTRY OF SUPPLY · NATIONAL COAL BOARD LEVER BROTHERS · IMPERIAL CHEMICAL INDUSTRIES GLENFIELD & KENNEDY LTD · FORD MOTOR CO. LTD NORTH BRITISH LOCOMOTIVE CO. LTD.

The **Chair** man's casting vote is for



Bentwood



—the furniture that combines **elegance** with the **true economy** which only sound construction and superior craftsmanship can give. Whether you prefer dignified traditional styles or the lightness of contemporary designs in wood or steel, Bentwood offers the widest range of furniture for use in canteens, rest rooms, games rooms, lecture rooms, in fact everywhere where staff comfort is a consideration—not forgetting, of course, the administrative quarters.

***Write for our fully illustrated catalogue stating your requirements — competitive estimates and terms by return.* CONFIDENTIAL DEFERRED TERMS ON ORDERS OF £100 OR OVER AVAILABLE.**

Bentwood

A Great Name for Furniture

The supplying and laying of linoleum, rubber-flooring and carpets are all part of our service.

THE BENTWOOD CHAIR SUPPLY CO. LTD

Wholesale & Export Manufacturers

Enquiries to Head Office

DEPT. 8, 108 EUSTON ROAD, LONDON, N.W.1—Phone: Euston 2558 (4 lines)

PRINTED PROOF OF SECURITY

*Protects premises **and** the watchman !*

When night watchmen are equipped with LLEWELLIN'S clocks there can be no doubt as to the efficiency of your security. They guarantee that your premises are patrolled thoroughly and at proper intervals — they are the watchman's assurance that he can't be blamed for what is not his fault. By means of special keys, secured in lock-up boxes at strategic points in your building, all of which the watchman must visit and use in order to actuate the clock's mechanism, LLEWELLIN'S clocks provide a printed record of the time and regularity of watchmen's patrols.

REGULARLY SERVICED

Clocks can be regularly serviced at our works. We loan you a clock while yours is being checked.

LLEWELLIN'S

Watchmen's clocks

Price complete with leather pouch and sling, **£34.** Stations, each **17/6.**

Full details from :—

LLEWELLIN'S MACHINE CO LTD

KING SQUARE, BRISTOL 2

Telephone: 20891 & 20875

but tomorrow
does come

Going back into the hustle and bustle of the office will come as a jolt. Clattering typewriters, chattering typists, bellowed telephone conversations, tramping footsteps up and down corridors all day long, the rattle of the tea trolley—how can anyone think, let alone work amid so much noise! Call in Cullum. Cullum will mop up noise for good . . . stop its perpetual tug-of-war with nerves . . . let you hear only what you want to hear. Call in Cullum *now.*

Sound control by CULLUM

THE ACOUSTIC CONSULTANTS AND CONTRACTORS

Concessionnaires for **ACOUSTI-CELOTEX**

PROGRESS WITH QUIETNESS

HORACE W. CULLUM & CO. LTD., FLOWERS MEWS, LONDON, N.19 Tel: ARC 2662 (4 lines)

Printed for the Proprietors, The Shaw Publishing Co. Ltd., 180 Fleet Street, E.C.4. (CHA 8844), by Knapp, Drewett & Sons, Ltd., London and Kingston-on-Thames. May, 1955. Advertisement and Editorial Office, 180 Fleet Street, London, E.C.4.